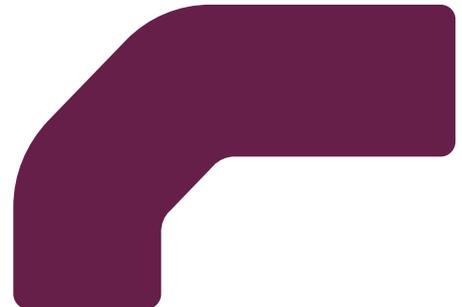




# QPRC SEWAGE TREATMENT PLANT UPGRADE PROJECT STAKEHOLDER COMMUNICATIONS AND ENGAGEMENT PLAN



Stakeholder Communications  
& Engagement Plan QPRC  
V5.1  
December 2022

## PROPOSAL

### Document status

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Derek Tooth  2022-12

Information provided by RPS may only be relied upon in the context of RPS' scope of works. The Client will necessarily inform itself and make independent decisions, based on its own business needs and on key aspects in relation to the project.

Prepared by:

#### RPS

Matthew Armstrong  
Consultant, Communications and Engagement

Level 13, 255 Pitt Street  
Sydney NSW 2000

T +61 403 297 222  
E matthew.armstrong@rpsgroup.com.au

Prepared for:

#### Queanbeyan-Palerang Regional Council (QPRC)

Simon Boulton  
QSTP Project Manager

256 Crawford St  
Queanbeyan NSW 2620

T +61 2 6285 6163  
E simon.boulton@qprc.nsw.gov.au

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# 1 PURPOSE AND CONTEXT

## 1.1 Stakeholder communications and engagement at Queanbeyan-Palerang Regional Council

Queanbeyan-Palerang Regional Council (QPRC) promotes active participation of the community in decision-making processes and ensures information is available, relevant, and transparent.

Council's Stakeholder and Community Engagement Policy Framework states: "QPRC has recognised the importance of engaging with its communities to deliver services and infrastructure, and collaboratively plan for the future."

## 1.2 Context of this plan

This Stakeholder Communications and Engagement Plan (the Plan) serves as a guide for critical communications and public engagement tasks required to support the design, selection and commissioning of an upgraded Sewage Treatment Plant (STP) for QPRC. It ensures appropriate information and opportunities to contribute to project outcomes are available at each stage.

A high-level summary of the pipeline to successful outcomes is attached in Appendix A.

## 1.3 Purpose of this plan

QPRC will use this Plan to guide communications and engagement activities in relation to the STP Upgrade Project. The Plan identifies:

- a. tools and processes to support effective, open communication and engagement with the community
- b. key community and stakeholder issues and opportunities and the approach to managing community and stakeholder groups during the design, selection and commissioning of the STP.

This Plan sets out the strategic approach to communications and engagement for all stages of the project. It will be revised and updated at critical project milestones to reflect feedback and learning from past engagement activities. The Plan will be supported by detailed action plans for each stage of the project (detailed design, procurement and construction, and commissioning and operation) that describe the audiences, tools, key messages, risks and timetable for delivering communications and engagement activities. These action plans will be developed at a later time, closer to the appropriate project stage to ensure up to date information and an adaptive approach should engagement requirements change. The QPRC Community Engagement Team (Engagement Team) will oversee and approve the development of the detailed action plans.

The Community Engagement Consultant in association with the Engagement Team will review and update (as needed) the Plan to reflect the needs of each stage of the project.

## 1.4 Policies and directives

Policies and directives for the Queanbeyan STP Upgrade can be accessed on the QPRC website: <https://www.qprc.nsw.gov.au/Resources-Documents>. Policies and directives related to this plan are:

- QPRC Media Policy (2022)
- QPRC Stakeholder and Community Engagement Policy Framework (2022)
- QPRC Complaint Management Policy (2022)
- QPRC Code of Conduct (2022).

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## 2 PROJECT AND SITE BACKGROUND

### 2.1 Project background

Queanbeyan-Palerang Regional Council (QPRC) owns and operates the Queanbeyan Sewage Treatment Plant (STP). The STP is in the suburb of Jerrabomberra in the Australian Capital Territory (ACT). The STP treats sewage from Queanbeyan in NSW and Oaks Estate in the ACT.

The existing Queanbeyan STP was constructed in the mid-1930s and treats Queanbeyan's effluent prior to discharge into the Molonglo River. The original STP has been upgraded a number of times over its life, with the most recent upgrade occurring in the mid-1980s. The current STP is reaching the end of its effective service life and requires significant work to address operational issues and to rationalise the process train. The condition of the existing STP, and its ability to meet regulatory requirements, presents a major risk to QPRC that is to be addressed through this upgrade.

QPRC engaged GHD in 2014 to prepare a Masterplan for the Queanbeyan STP upgrade. The Project Team completed the Masterplan in 2016 and recommended the construction of a new 60,000 Equivalent Persons (EP) STP on the existing Queanbeyan STP site to cater for growth in the catchment over the medium term (up to 2030).

Hunter H2O was engaged by QPRC as the design consultant in April 2019 to prepare the basis of design, concept design, detailed design and tender documentation for the upgrade. The Basis of Design accounted for a design horizon for 2040 and so caters for a projected population of about 75,000 EP. The concept design is complete, and work is currently progressing on the detailed design and tender documentation in parallel with the environmental approvals.

Arup is engaged (through Hunter H2O) to undertake environmental approvals and prepare environmental regulatory approvals submissions. Arup completed a draft Environmental Impact Statement (EIS) in December 2020. The draft EIS was submitted to the ACT Government in December 2020 and put on public exhibition in January 2021 seeking feedback from community and stakeholders on the environmental impacts and proposed mitigation measures. QPRC received feedback on the draft EIS from the ACT government in March 2021. QPRC is currently preparing a revised EIS for resubmission to the ACT Government addressing submissions made following public exhibition of the draft EIS. QPRC is also preparing a Development Application (DA) for lodgement with the ACT Government following approval of the revised EIS.

Hunter H2O and Arup are engaged to prepare a final business case for the project. Work on the draft final business case is underway and approval of the final business case will be required prior to proceeding with construction procurement.

### 2.2 Project mission statement

The STP upgrade project's mission is to deliver a sewage treatment plant that protects public health and the environment for future generations.

### 2.3 Project goals

The STP upgrade project aims to provide a high level of reliable and robust sewage treatment for the protection of public health and the environment that considers and meets the requirements of relevant regulators, QPRC and its stakeholders. The completed, upgraded STP must allow for possible future:

- a. incorporation into an overall sewerage strategy for the immediate region
- c. adaptation to meet higher water quality requirements
- d. augmentation to allow for possible additional inflows
- e. upgrade to provide future recycled water to third party end users.

## 2.4 Project location

The existing STP site is Block 27, Mountain Road, Jerrabomberra ACT, which is approximately 3.5km north of the Queanbeyan CBD. QPRC has a lease agreement with the ACT Government for the use of the land. ACT planning regulations and environmental protection legislation apply to development on the site. The Jerrabomberra Trunk Sewer extends from the existing STP to Jerrabomberra NSW. The Morisset Trunk Sewer and Rising Main extend from the existing STP to Morisset Sewerage Pump Station located in Morisset Street, Queanbeyan.

Figure 1 and Figure 2 below show the existing STP layout, proposed siting of new works and the location of the project.

**Figure 1 Existing STP layout and proposed siting of new works**



Figure 2 Locality map showing main project elements



## 2.5 Related projects

QPRC is preparing an Integrated Water Catchment Management Strategy (IWCM Strategy) to comply with NSW Department of Planning, Industry and Environment – Water Utilities Group requirements. The IWCM Strategy will address regional issues relating to the provision of sewerage services.

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## 2.6 History of stakeholder communications and engagement

### 2.6.1 Queanbeyan Sewage Treatment Plant Masterplan

During late 2016, QPRC exhibited the draft Queanbeyan Sewage Treatment Plant Masterplan.

During the preparation of the Masterplan, QPRC held a number of workshops with internal and external stakeholders about QPRC's approach and the Masterplan outcomes. QPRC reviewed stakeholder feedback received during these workshops and incorporated stakeholder views where possible into the Masterplan.

QPRC placed the Master Plan on public exhibition in November 2016 and QPRC received eight submissions from these stakeholders:

- NSW Department of Primary Industries – Office of Water (DPI Water)
- NSW Environment Protection Authority (NSW EPA)
- NSW Health (NSWH)
- ACT Environment Planning and Sustainable Development (ACT EPSD)
- National Capital Authority (NCA)
- ACT & Region Catchment Management Coordination Group (RCMCG)
- Professor Ian Falconer
- Icon Water (IW)

A confidential submissions report presented a summary of key issues raised by stakeholders in their submissions as well as QPRC responses to the issues raised. The appendices of the submissions report contain the submissions received as well as detailed review comments by AECOM Pty Ltd (Water Quality Review and Objectives Assessment) and GHD Pty Ltd (Project Management Services and Master Plan).

### 2.6.2 Environmental Impact Statement

From 18 January to 9 March 2021, a draft Environmental Impact Statement (EIS) for the proposed upgrade to the STP was exhibited online through the ACT Environment, Planning and Sustainable Development Directorate (EPSDD). Representations were accepted via email, mail or hand delivered to ACT Environment, Planning and Sustainable Development Directorate's Customer Service Centre.

A total of 21 submissions were received from:

- Icon Water Limited
- Jemena
- Conservator of Flora and Fauna
- Emergency Services Agency
- Environment Protection Authority
- ACT Heritage Council
- Health Protection Service
- Transport Canberra and City Services Directorate
- Commonwealth (Environmental Approvals Division)
- National Capital Authority
- Commissioner for Sustainability and the Environment
- Canberra Airport Group
- University of Canberra
- Molonglo Conservation Group

- 
- Conservation Council ACT Region
  - Molonglo Waterwatch (Molonglo Conservation Group)
  - 4 members of the public.

The main categories for submissions were:

- Biosolids treatment
- Climate change and generating methane for energy
- Water quality and discharge parameters
- Canberra airport, landscaping and wildlife management.

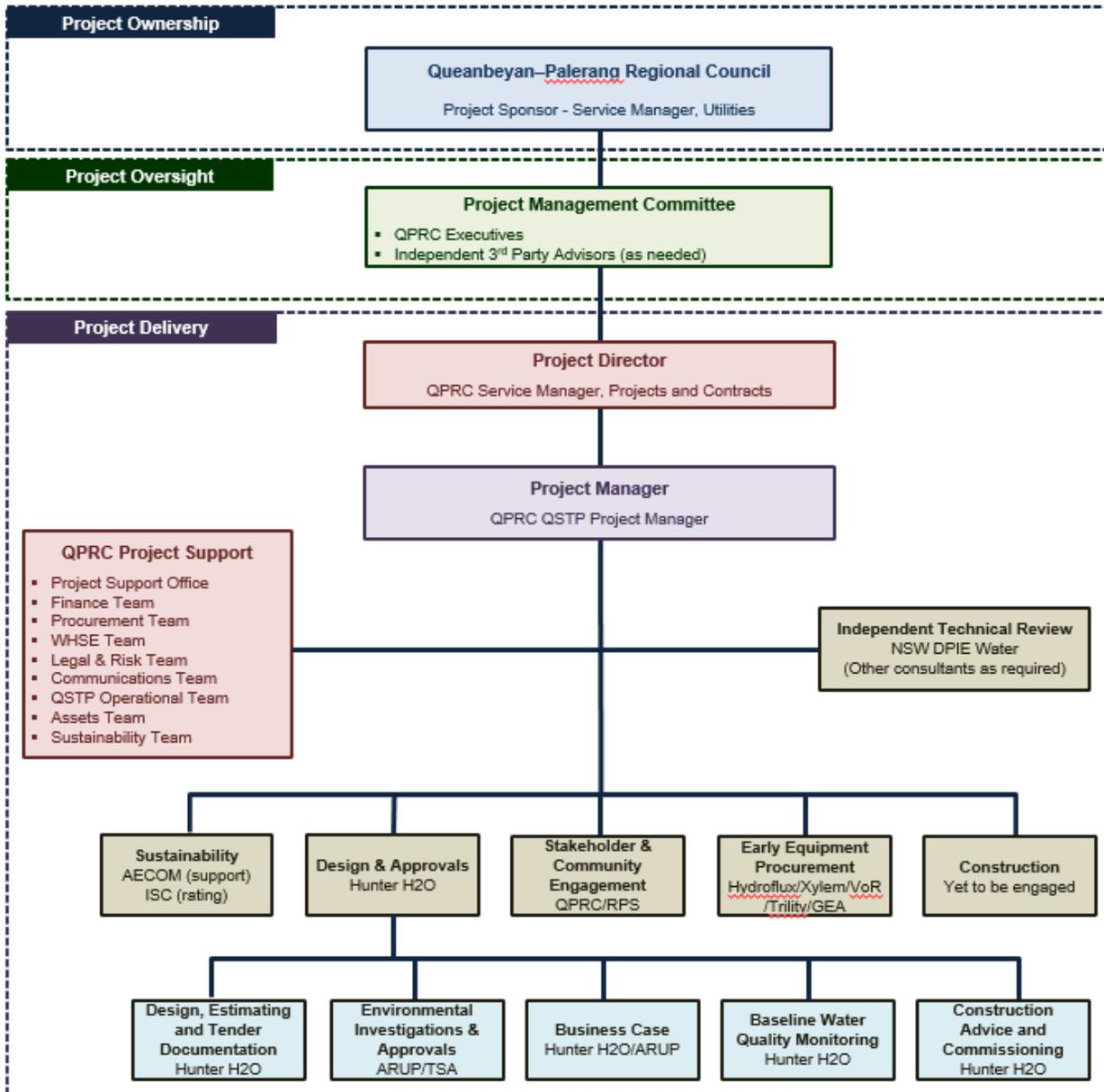
A revised EIS which addressed the submissions made on the draft EIS was prepared and submitted to EPSDD on 26 April 2022. EPSDD issued a Section 224 Notice on the 30 June 2022 requesting further information. QPRC issued a Revised EIS Addendum to EPSDD on 23 September 2022 addressing the additional information requested in the Section 224 notice. Under the EPSDD approvals process, the Revised EIS and responses to Section 224 notices are not made public until they determine the EIS is complete.

# 3 PROJECT DELIVERY ARRANGEMENTS

## 3.1 Project structure and responsibilities

The QPRC Communications Team will deliver the community engagement services advised and assisted (as required) by a community engagement consultant. Figure 3 below illustrates the project delivery arrangements.

**Figure 3 Project Delivery Arrangements as of December 2021**



**PROJECT STRUCTURE**  
STP UPGRADE PROJECT  
December 2021

### 3.2 Project delivery

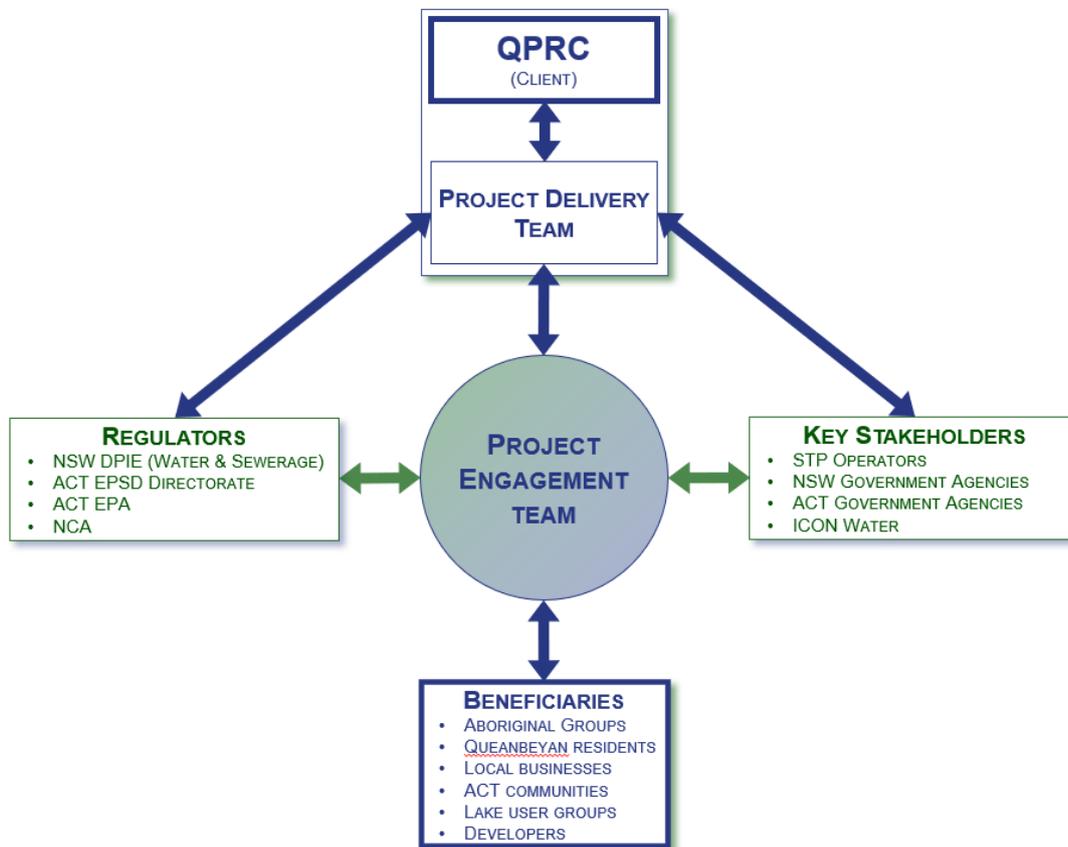
The Project Team/s will deliver the project in accordance with the QPRC Project Management Framework (PMF). Figure 4 below shows current progress against the PMF and the project stages.

Figure 4 Snapshot Queanbeyan STP Upgrade Project Stages



Figure 5 below illustrates (conceptually) the way in which the Engagement Team in association with the Project Delivery Team will manage project interactions.

Figure 5 Stakeholder Communication and Engagement linkages



### 3.3 Engagement objectives

The Engagement Team will coordinate and manage the stakeholder and community engagement activities to ensure that there is:

- appropriate and timely communication between internal and external stakeholders
- incorporation of relevant comments and concerns in project design outcomes

They will do this by:

- planning and directing engagement activities where appropriate

- 
- recording and managing feedback from stakeholders and community
  - preparing and managing QPRC responses to consultation feedback
  - monitoring and evaluating feedback from stakeholders and community
  - reporting to QPRC, stakeholders, and the community about the engagement process.

## **3.4 Project approvals**

Appendix B contains an outline of expected regulatory approvals. The Project Team will review and update the outline (roadmap), as needed, during the project to reflect improved understanding of approval requirements and processes.

A summary of key jurisdictional approvals is provided below. These approvals will be updated as the project progresses. The Engagement Team will support the Project Team as required through these approvals including for any consultation required with agencies to achieve the approval.

### **3.4.1 ACT approvals**

The STP and part of the trunk sewers are located in the ACT and requires approval under Schedule 4 of the ACT Planning and Development Act 2007. The STP is also required to obtain Operating Certificates from the ACT Utilities Technical Regulator for Design and Construction, and Operation. The STP will also continue to hold an environmental authorisation from the ACT EPA under the Environment Protection Act 1997.

### **3.4.2 NSW approvals**

Council must obtain approval from NSW Department of Planning Industry and Environment – Water Utilities Group under Section 60 of the Local Government Act 1993 at each stage of the project.

### **3.4.3 Federal approvals**

The NSW and ACT approvals processes need to consider the Environmental Protection and Biodiversity Conservation Act 1999. The National Capital Authority will also approve potential work that occurs on Commonwealth land, such as the Jerrabomberra Trunk Sewer, if such work is required. The NCA also has a role in protecting the water quality of Lake Burley Griffin including advising and monitoring the water quality outcomes for the lake.

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## 4 ENGAGEMENT APPROACH

QPRC, via its Stakeholders and Community Engagement Framework Policy, recognises the importance of community engagement in achieving sustainable outcomes. QPRC will engage with the community to identify the issues, methods, and extent various community groups would like to contribute.

QPRC will seek to engage with community and stakeholders early in planning and design to obtain input for consideration and will seek to provide feedback on the progress of input received. This approach will be continued throughout construction. In order for engagement to be effective, activities undertaken will be done so with the purposeful intent of addressing specific concerns once impacts are known, such as noise, dust and vibration, or to address concerns that may arise in the future as a result of the project, such as adjustments to council rates.

Communication and engagement activities will align with the Infrastructure Sustainability Council (ISC) requirements, the International Association for Public Participation (IAP2) processes and the requirements outlined by the ACT Government in undertaking community consultation while preparing the Environmental Impact Statement (EIS) and Development Application for the project.

ISC is a not-for-profit public and private industry council, and peak body for advancing sustainability outcomes in infrastructure. ISC has developed tools to provide support for, and encourage, sustainability.

IAP2 is a not-for-profit organisation, and peak body for engagement. IAP2 aim to advance public participation to achieve effective community and stakeholder engagement.

### 4.1 ISC sustainability framework

The Queanbeyan STP Upgrade Project will comply with Council's Sustainable Design Policy for Council Buildings and the QPRC Operations Sustainability Policy. The STP design will be more sustainable in terms of a base case energy footprint, water management and bio-solids management.

The project delivery strategy aligns to the ISC Sustainability Framework. The strategy identifies opportunities for achieving targets by considering project governance, energy minimisation, resource recovery, materials, economic outcomes, environmental, and social benefits among other sustainability factors.

This plan is consistent with the requirements of Sta-1, Level 2 for the ISC Infrastructure Sustainability (IS) Design and As-built ratings.

The ISC Sustainability Framework details key stakeholder and community engagement performance measures for a project to achieve stakeholder participation credits. The stakeholder participation category 'focuses on developing a strategic and planned approach to stakeholder participation, managing and monitoring implementation of the participation process, achieving a high level of participation for negotiable issues, effectively communicating and effectively addressing community concerns' (ISC Technical Manual v1.2).

This category contains four types of credits:

- Sta-1 – Stakeholder engagement strategy
- Sta-2 – Level of engagement
- Sta-3 – Level of communication
- Sta-4 – Addressing community concerns.

To achieve at least a Level 2 in the ISC stakeholder participation credits, QPRC will:

- a. Identify stakeholder and community issues and concerns
- b. Document stakeholder and community responses to the project decisions
- c. Incorporate stakeholder and community input about negotiable issues in project plans and design.

QPRC will measure the effectiveness of stakeholder and community engagement on the project through the following key performance indicators (KPIs):

- a. Engagement process
- b. Breadth and level of engagement

- c. Access to up to date and relevant information
- d. Satisfaction and/or understanding of project outcomes.

Other ISC categories that relate to stakeholder participation include:

- a. HEA – Community, Health, Wellbeing and Safety
- b. HER – Heritage.

## 4.2 IAP2 public engagement objectives

QPRC will use the IAP2 spectrum shown in Figure 6 to identify the appropriate level of engagement for each phase of the project.

The IAP2 protocol requires QPRC to adhere to its standard of core values and ethics. QPRC will seek to engage with stakeholders in the community throughout the entire life of the project. This will ensure the community and stakeholders:

- a. Are fully aware of issues surrounding the project
- b. Have opportunity to provide input to the way the project is delivered
- c. Have opportunity to identify key concerns throughout the project.

The level of stakeholder and community engagement on the project will vary depending on the type of decision and the impact the decision will have on the community, and whether aspects of the project are negotiable or non-negotiable. Further information about negotiable and non-negotiable aspects of the project is given in Section 4.3.

**Figure 3 IAP2 Spectrum**

### IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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## 4.3 Project negotiables and non-negotiables

The IAP2 spectrum assists in identifying the level of stakeholder and community engagement that the project will undertake in relation to its negotiable and non-negotiable aspects.

For example, engagement for a non-negotiable aspect of a project may only be at the ‘inform’ level due to the community’s low level of impact on the decision, whereas engagement for negotiable aspects of a project could take place across the IAP2 spectrum.

The way the project considers and addresses stakeholder and community engagement about negotiable and non-negotiable issues also forms part of ISC assessment requirements for stakeholder participation credits.

Table 1 below outlines the STP Upgrade Project’s key negotiable and non-negotiable aspects and summarises the level of stakeholder and community engagement planned for each.

**Table 1 Key project negotiables and levels of participation**

Negotiables		
Aspect/issue	Description (including reason)	IAP2 level of participation
Heritage	The identification and analysis of heritage factors can be sensitive. QPRC is committed to close collaboration with affected stakeholders and transparency in identifying and resolving heritage issues.	Consult/Involve
Landscaping and some design elements, including ecological enhancement measures	Stakeholders may seek to be involved in the prioritisation of re-vegetation on-site Maintenance of the riparian corridor and Golden Sun Moth protection are areas where community knowledge would be valuable.	Consult/Involve
Management of environmental impacts	Stakeholders may seek to negotiate how environmental impacts are managed e.g., dust, noise	Consult

**Table 2 Key project non-negotiables and levels of participation**

Non-negotiables		
Aspect/issue	Description (including reason)	IAP2 level of participation
Stakeholder and Community Engagement Strategy	The community has been informed of and provided the opportunity to provide feedback on this plan.	Consult
Treatment plant process	The choice of sewage treatment process is highly complex. QPRC is committed to multi-criteria analysis to determine the preferred process type.	Inform
Treatment plant location	The current site is the most suitable for the upgraded STP and allows for future expansion should the population and treatment needs grow. The current design considers space required for future expansion. QPRC is committed to transparency about the options and issues related to locating the upgrade STP on the existing site.	Inform
Biosolids disposal	The destination of biosolids is based on market analysis that could be commercially sensitive.	Inform
Maturation ponds	This decision to decommission the maturation ponds is subject to an engineering assessment of embankment stability	Inform
Training room/community education centre	There is potential for the inclusion of a training room/community education centre on-site.	Inform
Energy supply source	Power supply is dependent on commercial agreements and QPRC resourcing and risk management	Inform
Recycled water standpipe	Note, for end-uses only. The amount of water is non-negotiable as most of the flow needs to be reserved to provide flows for the environment.	Inform

Project cost	Cost estimating is a highly complex process for this type of facility and will involve a risk-based approach. The project must be delivered within the funding allocated by the State and Federal governments	Inform
Project funding	Negotiating funding with potential financiers is largely commercially sensitive. QPRC is committed to transparency about the source and terms of funding.	Inform

## 4.4 Exhibition of the Environmental Impact Statement

The planning and land authority (the Authority) within the Environment, Planning and Sustainable Development Directorate (EPSDD) of the ACT Government has approved an application under s 212(1) of the Planning and Development Act 2007 (the PD Act) for scoping of an EIS for the project. The EIS must conform to the requirements outlined in the scoping document.

Subsequently, and in alignment with the above IAP2 and ISC approaches to stakeholder communications and engagement, QPRC has completed the following activities as part of the preparation of the EIS.

### 4.4.1 Community and stakeholder consultation

QPRC consulted with:

- Lease holders and land managers of land potentially impacted by the proposal such as adjacent businesses and residents of Beard and Oaks Estate
- Any recreational groups which may be affected by the proposal
- Local indigenous groups
- Any volunteer conservation, landscape management or land care groups active in the area who may be affected by the proposal; and
- The local community and community groups, such as ACT and Region Catchment Management Coordination Group, Lake Burley Griffin User Groups, Lake Burley Griffin Guardians, Molonglo Catchment Group, Jerrabomberra Residents' Association, Inner South Canberra Community Council, Pialligo Residents Association, and Canberra Ornithologists Group

QPRC has:

- Described the community consultation undertaken (methodology and criteria for identifying stakeholders and the communication methods used).
- Provided details on the information provided during the community consultation process. A plain English statement explaining the proposal and conceptual drawings must be made available to the community and stakeholders.
- Consulted as early as possible and avoided display during public holidays, school holidays and the summer holiday (Christmas) shutdown period.
- Exhibition included an interactive PDF with designed icons intended to allow easier understanding and will use similar design in future engagement.

### 4.4.2 Consideration of EIS submissions

QPRC received community feedback on the EIS including through formal submissions. QPRC included in the revised EIS document in 2022 a summary of community and stakeholders responses to the call for feedback and how their comments had been considered. The revised EIS includes the formal representations received, issues raised in the representations and a response to the issues and values identified. The summary response clearly identifies the representation(s) to which the responses relate.

The EIS, once complete, will be exhibited by the ACT Government with QPRCs Development Application. QPRC will also advise community members of the development application (DA) exhibition period and provide links to the and consultation platform via Council's website.

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## 5 PROJECT STAGES

The STP upgrade requires the coordination and integration of several works and approval streams. Each stage of the project has preceding dependencies for approvals and decision hold points.

With respect to communications and engagement, a clear and consistent project narrative and ongoing information is critical to the project's success and building a sense of trust and anticipation amongst stakeholders and the community.

The program diagram in Figure 7 below shows the main communications and engagement activities planned for each stage of the project and their interrelatedness.

Public engagement and communications within this plan is focused around two main phases at this stage:

- Draft EIS phase in 2021
- Development Application and detailed design phase in 2022 and 2023.

As we move closer to the construction stage, the public engagement and communications outlined within this plan will evolve.

This will be complimented by the ongoing delivery of effective communications and a good project narrative including demonstrating how stakeholder feedback has been reflected in the design and selection during other stages.

Ad hoc opportunities may arise in the delivery of this project that do not align with noted milestones. The communications team will adapt to address these as they occur and adjust plans accordingly.

Feedback from EIS investigations will feed into concept design and be shown to the public. Feedback from concept design engagements will then feed back into EIS reports and inform reference design. The exhibited EIS will show how preliminary engagement has informed EIS and Reference Design.

Members of the project team will also work with targeted stakeholders to resolve planning and approvals, seek feedback on design and establish thresholds for things like discharge and use of solids. This process will continue through the development application, as the team works through the negotiables with relevant stakeholders.

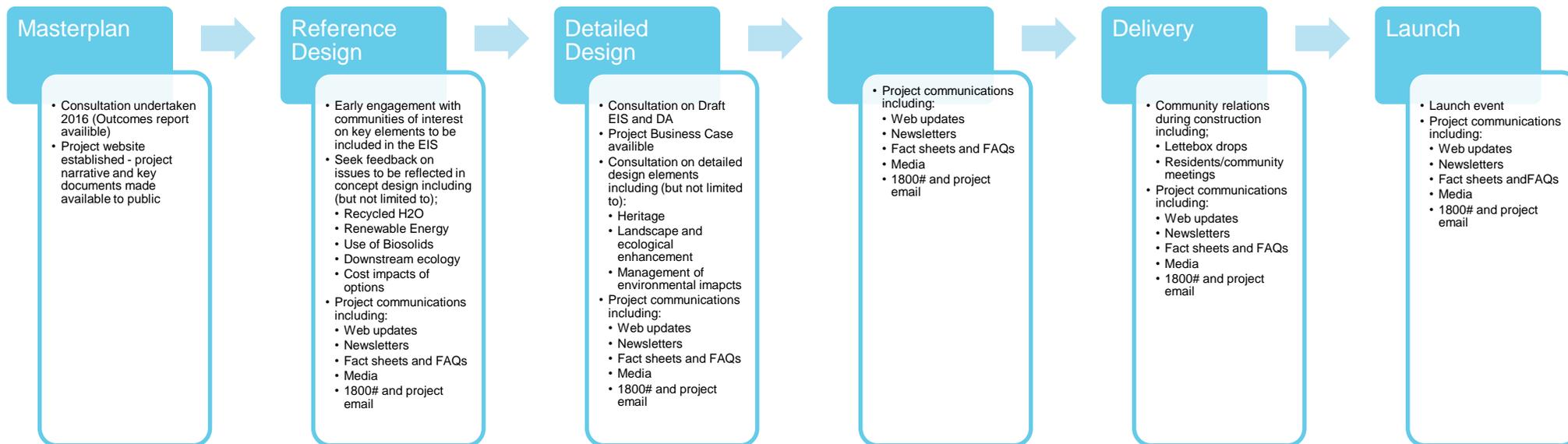
The information in Table 3 below shows the audience segmentation, engagement outcomes and approaches proposed for each stage of the project. The selection of positioning statements and tools is further detailed in Sections 6 and 7.

Figure 4 Project Stages – Stakeholder Communications and Engagement Tasks

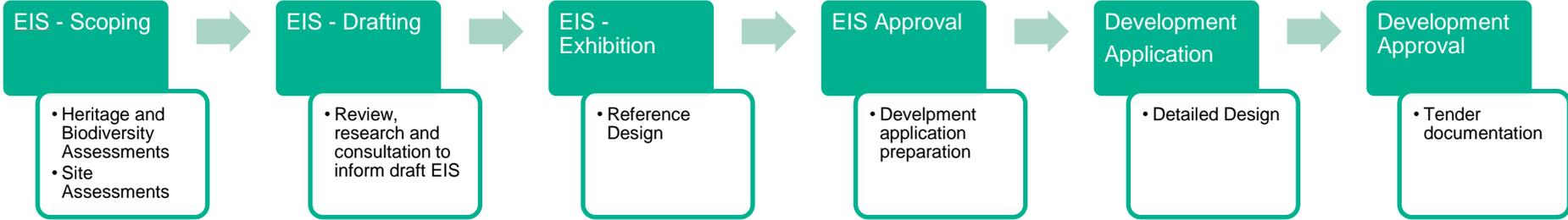
**QPRC Project Stages**



**Project Track (Communications and Engagement)**



## Environmental Impact Assessment Track



## Approvals Track – Agencies, Regulators, and Organisations

See Appendix A.3.

**Table 3 Audience segments, engagement outcomes and approaches**

Project Stage	Audience	Engagement Outcomes	Approach	Timing
<b>IDENTIFY</b>				
Identify, Define Brief <b>Complete</b>	Internal engagement as required			Complete
<b>PLAN</b>				
Management Plan <b>Complete</b>	Internal engagement as required			Complete
Options Study (Masterplan) <b>Complete</b>	Internal audiences Regulators and Agencies General Community	Early feedback and identification of key community issues and concerns Establish project awareness and narrative		Complete Public exhibition (Nov – Dec 2016)
<b>Site Assessment</b>	Selected community stakeholders including environment groups and Aboriginal communities	Identification of key environmental and heritage issues (heritage study included contact and opportunity for site walk) (INVOLVE/COLLABORATE/INFORM)	Site visits Meetings Online information	
Concept Design <b>Complete</b>	General community NSW DPIE ACT EPSDD ACT EPA	Consultation on design options (INVOLVE/CONSULT)  Gather feedback on engagement to confirm information: <ul style="list-style-type: none"> <li>was provided in a timely manner</li> <li>supported community participation</li> <li>was meaningful and relevant</li> <li>was accessible</li> </ul> Dependent on feedback submitted by community and stakeholders, and informal feedback conversations that are documented.	Public information sessions Stakeholder briefings Online information (EIS scoping study requirements are on EPSDD website)  Online feedback form 1800# and project email	Complete
<b>DEVELOP</b>				
Planning Approvals	General community	Communicate regulatory context to the community as required	Project documentation and reporting Online information (Public exhibition of EIS) If Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act) is triggered, preliminary documentation is publicly exhibited.	2021

Project Stage	Audience	Engagement Outcomes	Approach	Timing
		Engagement outcomes report: Report back what was heard in engagement, what has been updated based on feedback received, what hasn't, and why	Web updates Newsletters Targeted corresponded including emails/newsletters	
EIS (incl Reference Design)	General community	Further feedback on preferred design option (CONSULT/INFORM)	Public information sessions Stakeholder briefings Online information	
Design and Specification	General community	<p>Communicate the rationale for the selected design and how it is informed and how their feedback has been incorporated</p> <p>Transparency about costs and benefits of selected design (Business Case) (INFORM)</p> <p>Cost estimating for this project will involve a risk-based approach. QPRC is committed to transparency about the cost estimate methods, assumptions, and outcomes (INFORM)</p> <p>Negotiating funding with potential financiers is commercially sensitive. However, QPRC is committed to transparency about the source and terms of funding. (INFORM)</p> <p>Confirm with community that they have had their feedback or concerns listened to or addressed and responded to.</p>	<p>Action plan</p> <p>Targeted correspondence including emails/newsletters</p> <p>Media Release</p> <p>Online information</p>	2022
			Online feedback form with shared material 1800# and project email	

**DELIVERY**

Construction Procurement	General community	Tender documents in the public domain (INFORM)	Online information	
Construction Delivery	General community	<p>Community relations including project monitoring and responding to issues/enquiries (INFORM)</p> <p>Keeping community informed of project progress</p>	<p>Action plan</p> <p>Web updates</p> <p>Newsletters</p> <p>Fact sheets and FAQs</p> <p>Media</p>	

Project Stage	Audience	Engagement Outcomes	Approach	Timing
		and expected impacts during work	1800# and project email Pop up information session	
<b>CLOSE OUT</b>	Project team	Reflection on process and lessons from engagement	Action plan Workshop	
	General community	Launch of upgrade STP (INFORM)	Potential launch event Media Release Online information	

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## 6 PROJECT NARRATIVE AND KEY MESSAGES

### 6.1 Project narrative

The project narrative is used to inform stakeholders and the community about the intent and rationale for the project. It sets out the aspirations to deliver a robust and reliable treatment facility that will protect public health and the environment. This narrative also indicates how QPRC will work with the community to incorporate their views and preferences into key stages of the project.

- The Queanbeyan community is growing at a rapid pace. The capacity of the sewage treatment plant needs to be increased to accommodate this growth. We know our summers are also increasing in heat and intensity and we need to implement adaptive sustainable water management practices.
- Climate change is also likely to bring about changes in river flows and floods and changes for the receiving Molonglo River and Lake Burley Griffin.
- To meet this demand for the future community, we are building an upgraded sewage treatment plant. This facility will serve our community well into the future providing resilience and a robust and reliable service.
- The current site is the most suitable for the upgraded STP and allows for future expansion should the population grow or treatment needs change. QPRC is committed to transparency about the options and issues related to locating the upgrade STP on the existing site. Located within the ACT but servicing NSW residents, the plant symbolises three government organisations all working together, all for the community.
- The project site is also at the crossroads of paths that go back to early indigenous communities as well as European heritage.
- We will build to a sustainable and high standard responding to community needs while providing value for money. The upgrade will provide enhanced sustainable outcomes in terms of energy, environmental and river flows and biosolids management.
- The upgrade provides improvements to each and every process step within the STP treatment process.
- This is the biggest sewage treatment project QPRC has commissioned in our generation. The treatment plant will provide a capability to meet future growth scenarios, to support sustainability and ensure high quality services for residents.
- We are consulting with stakeholders and community about any areas of concern. We are working together with you, our community, to mitigate the impacts the project may have on you. We will ensure residents are kept up to date and work closely with you to minimise the impact.

### 6.2 Key messages

The following key messages have been developed to guide all communications about the STP project. Key messages will be approved by the Project Team and used in all project communications. Key messages will be adapted to meet specific design, construction and operational stages. Detailed key messages will be developed as required to meet particular stages of work that are likely to have an impact on the local community such as construction or in response to emerging issues or concerns.

The Engagement Team will conduct regular meetings and discussions with key internal (QPRC) stakeholders during the life of the project to refine key project messages. QPRC will review and update these messages at regular intervals to ensure stakeholders and the community have a clear understanding of project aims, issues, development, and outcomes.

Key messages are categorised according to subject areas and align with QPRC policies and values. The subject areas are:

- Overall project benefits
- Project costs
- Water quality, environment and sustainability

- 
- Preparation of the EIS
  - Heritage
  - Construction and project staging
  - Long term operations.

### 6.2.1 Overall project benefits

- The STP upgrade will use proven technology that creates an opportunity to enhance water quality in the Molonglo River and Lake Burley Griffin and continue to make this environmental flow available for climate change resilience.
- Through the creation of the STP we will work to ensure a process for treated water now and into the future, catering for population growth and the expansion of the plant.
- In a unique collaboration with three jurisdictions, this project will bring several arms of government together to create an upgraded sewage treatment plant catering for a variety of users into the future.
- The project enables improved resource recovery for biosolids produced from the STP. The proposed technology recovers phosphorus from the wastewater in a form that remains biologically available for use in agriculture. Improvements in biosolids management including reuse of historical biosolid stockpiles will provide a healthier and cleaner environment for our residents now and into the future.
- We want to secure wastewater treatment needs now and into the future.

### 6.2.2 Project costs

- We will balance water quality, operator, and cost factors in design.
- Be transparent and open about costs and funding.
- Consult stakeholders on the effect of costs on rates and charges and the impact on user charges and fees, especially those residents living outside the Queanbeyan area.
- We will be talking to residents and ratepayers about the impacts on costs and funding for Council in a transparent and honest way. Our aim is to give you a complete picture of the impacts on costs.

### 6.2.3 Water quality, environment and sustainability

- QPRC is committed to an upgraded STP that serves communities well into the future.
- QPRC is considering environmental impacts during construction and long-term operations, adopting environmental measures along the design journey.
- The upgraded STP will ensure all environmental standards are met or exceeded.
- A high level of water quality, the biodiversity of receiving waterways and Lake Burley Griffin recreational activities will be protected. The upgraded STP will enhance control and resilience over water quality outcomes.
- We will enhance the riparian environment through extended landscaping options along the Molonglo River corridor after decommissioning the maturation ponds which will no longer be required for treatment. Returning the riparian zone to their natural state as river floodplain ecology.
- The Golden Sun Moth ecological habitat on the site will be protected.
- Indigenous and European heritage of the area will be communicated through installation of signage in an area along the river corridor that is accessible to the public.
- This STP upgrade is seeking to achieve an Infrastructure Sustainability rating standard of 65-75 (excellent) or leading, ensuring this facility will meet Council's sustainability goals now and into the future.

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## 6.2.4 Environmental Impact Statement

- An Environmental Impact Statement (EIS) for the STP Upgrade Project has been prepared. This is a requirement for the ACT Government's development consent to build the sewage treatment plant.
- The EIS includes publicly available information on environmental impacts, results of detailed studies, and how we are planning to mitigate these impacts during construction and long-term operations.
- Community and stakeholder insights helped inform our EIS. Consideration of this feedback about our proposed design, along with any concerns, feedback or questions have been highlighted within the EIS.
- Preparation of the EIS was undertaken with a program of community and stakeholder engagement.
- The Draft EIS was placed on public exhibition by the ACT Government.
- A Revised EIS incorporating responses to public exhibition submissions has been for approval by the ACT Government.

## 6.2.5 Heritage

- We want to understand your concerns of heritage in the area and how we might preserve our heritage. Rest assured we are working with a team of heritage specialists who have identified Aboriginal and non-Aboriginal heritage throughout the project and will look to incorporate history in innovative ways.

## 6.2.6 Construction and project staging

- The design, construction and commissioning of the STP will take place over several years. At each stage of the project, QPRC is committed to sharing information about the regulatory requirements for the project and key decisions.
- We will work closely with stakeholders and community to minimise impacts from construction of the upgrade STP. We will ensure construction is managed so it's not disruptive, for example staging our work, or notifying you in advance. Some night work may be required during construction. We will provide advance notice and actionable tips to those impacted.

## 6.2.7 Long term operations

- We are designing with the long term in mind. This facility will be operational for decades to come and is able to be expanded further to extend that lifespan. We consider reliability, maintenance and access aspects when designing key attributes for safe and friendly operations.
- We seek to mitigate energy costs of the treatment process through designing to minimise energy where possible, selection of energy efficient equipment, and manage energy use through the use of energy use dashboards.
- We look to design flexibility and agility to change and adapt to and respond during the future.
- We look to balance and minimise the use and type of chemicals and waste for operations.
- We look at the cost benefit analysis to provide a best value outcome.

## 7 METHODS OF ENGAGEMENT

### 7.1 Communications and engagement tools

A range of stakeholder communications and engagement tools will be deployed during the STP Upgrade Project. They will be customised according to the intended audience, scope of engagement and the IAP2 spectrum. The following sections outline the suite of tools to be used to communicate with and engage targeted stakeholders including agencies, regulators and approval authorities, as well as those for use with the community and public.

#### 7.1.1 Stakeholder engagement tools

Targeted stakeholder engagement for the STP project is categorised by interaction with key departmental agencies, local councils, QPRC Executive and Councillors and service providers on the STP project updates as well as consultation and approval of relevant plans, policies and procedures. The following tools have and will continue to be used by the project team to engage with targeted stakeholders on the STP project.

Tool	Purpose/action	IAP2 Spectrum
Briefings	Including presentations to provide an update on the STP project progress or provide early advice on particular issues and proposed resolution	Inform/Consult
Meetings	Group or one on one meetings/workshops to discuss and resolve particular issue or provide STP project updates	Consult/Involve
Correspondence	Letters and email correspondence to seek approval or consult with key stakeholders	Consult/Involve
Conversations	Phone calls to discuss issues or provide a general update on STP project	Inform/Consult

#### 7.1.2 Community engagement tools

The tools outlined below show the suite of activities suggested for all stages of the project. At key decision points it will be appropriate to plan and execute a range of events that allow community members to be involved in the selection of options or alternatives to meet the IAP2 criteria for involvement. At other stages, clear, transparent and accurate resources must be provided in a variety of ways to ensure those with interest or who may be impacted by the project have the information they need.

Tool	Purpose/action	IAP2 Spectrum
Meetings / Briefings	<ul style="list-style-type: none"> <li>Briefings for representatives of groups or community associations on approach, timeline and stages</li> <li>Teleconference, and in person</li> <li>Written briefings</li> <li>Undertaken as required at key project milestones</li> <li>Undertaken as required with elective representatives</li> <li>Engage with highly influential groups via face-to-face briefing meetings. These meetings will allow the project team to present information about the project and answer any specific or technical questions relating to the plan elements or planning process. The group can also provide early insight on potential issues and/or opportunities to work together (See <b>Error! Reference source not found.</b> below)</li> </ul>	Inform/Consult/ Involve
Site visit	<ul style="list-style-type: none"> <li>Site visits for media, councillors and QPRC executive members during construction</li> <li>Provide in-person update and site tour</li> <li>Media opportunity</li> </ul>	Consult/Involve
Dedicated Project page	<ul style="list-style-type: none"> <li>Curate project page updated at project milestones</li> </ul>	Inform

Tool	Purpose/action	IAP2 Spectrum
	<ul style="list-style-type: none"> <li>Set up mobile-integrated project website, detailing background, updates, images and feedback form</li> <li>To ensure there is accurate information regarding the project status, plan elements and details regarding upcoming community engagement events</li> <li>Ensure central point for media releases, newsletters and video content</li> </ul>	
Interactive PDFs and Storyboards	<ul style="list-style-type: none"> <li>Condense lengthy, technical documents into publications that can be digested by the general public and are easy to navigate.</li> </ul>	Inform
Media releases	<ul style="list-style-type: none"> <li>Engage with the community on the project status and the key benefits of the plan</li> <li>QPRC is responsible for maintaining relationships and contact from the media. The Program Coordinator Communications and Engagement will advise media of project briefings at major milestones (e.g., accepting external funding, sod turning, project milestones), where reporters from media outlets will be invited to attend a brief outlining the milestone.</li> <li>QPRC will advertise general information sessions via its regular communications methods (newspapers, e-newsletter, website, community newsletter, social media, etc).</li> </ul>	Inform
Key messages	<ul style="list-style-type: none"> <li>Ensure that internal and external team members understand the communications approach and themes that need to be communicated to any member of the community during the consultation period</li> </ul>	Inform
Project summary (including FAQs)	<ul style="list-style-type: none"> <li>To provide a clear source of general information regarding the project. To inform the community and affected residents about what the initial works include, project stages, topics of interest (air quality, traffic, visual impact, etc), potential impacts and benefits</li> <li>General summary fact sheets and more detailed FAQs as needed</li> <li>Make note of topics that the community believe to be related and indicate their consideration, e.g., recycled water and “purple pipes”.</li> </ul>	Inform
Social media monitoring and responding	<ul style="list-style-type: none"> <li>Plan social media responses to address any key concerns in local Facebook groups, quickly and accurately</li> <li>Pre-plan social media posts and targeted advertising at key stages of the project.</li> </ul>	Inform
Directly affected resident letter (mail or door knock)	<ul style="list-style-type: none"> <li>To proactively inform the people who will have their residence directly affected by the modification, about the upcoming changes and opportunities to gather further information either online, in print or face-to-face</li> </ul>	Inform/Consult
Indirectly affected resident letter (mail)	<ul style="list-style-type: none"> <li>To proactively inform community members in the estate and the general area about the modification plans and where to gather further information either online, in print or face-to-face</li> </ul>	Inform
Newsletters	<ul style="list-style-type: none"> <li>Newsletters distributed to local areas, detail specific information and updates about the project at opportune times.</li> </ul>	Inform
Advertisements	<ul style="list-style-type: none"> <li>To invite residents in the area to a specific information/pop-up event; date, venue, time and purpose of the community information sessions for the project</li> </ul>	Inform
Prepare for and manage official opening	<ul style="list-style-type: none"> <li>Encourage official opening and community day with fun and engaging activities for the whole community</li> </ul>	Inform

Tool	Purpose/action	IAP2 Spectrum
Information Line	<ul style="list-style-type: none"> <li>Use QPRC's existing 1300 number. Ensure Customer Service Staff have information to allow them to answer customer enquiries.</li> </ul>	Inform

## 7.2 Community groups liaison

### 7.2.1 Consultative Committee on Aboriginal Issues (CCA)

The Aboriginal community is a vital stakeholder in the outcomes of the STP upgrade project. Apart from cultural and heritage issues, the project has the potential to affect opportunities for employment and training / development. QPRC has a First Nations Consultative Committee, with representatives from the local Aboriginal traditional owners and community members external to QPRC. QPRC will use this committee as the focal point for engaging with the Aboriginal community. The main aim of engaging with the Aboriginal community is to assist QPRC to:

- a. Understand the concerns and issues of the Aboriginal community
- f. Find effective solutions to Aboriginal community concerns
- g. Communicate how the project addresses Aboriginal community concerns.

## 7.3 Database

The STP project will utilise a stakeholder relationship management database to record interactions and contacts. The database will be managed by the Engagement Team and members of the project team will have access and be able to add contacts and records of engagement throughout the project lifecycle. A quality database can help project managers to understand the issues and concerns of stakeholders that have been shared or expressed through meetings, consultation activities and or by written submission.

The database will also be used to develop mailing and invitation lists for consultation and communications at key project stages.

## 8 STAKEHOLDERS

This section provides information about the project stakeholders and their known or likely interests in the project. This information will be updated as new information becomes available and in response to feedback on key project engagements.

Stakeholders have been identified as those people, organisations or agencies who are directly and indirectly impacted by the project as well as agencies and institutions with regulatory or decision-making roles for the project.

### 8.1 External stakeholders

**Table 4 External project stakeholders**

Stakeholder	Interests or impacts arising from project
<b>Political</b>	
Federal Member Eden Monaro	<ul style="list-style-type: none"> <li>Progress of the STP project</li> </ul>
State Member for Monaro	<ul style="list-style-type: none"> <li>Management of community feedback and complaints</li> </ul>
Mayor and Councillors QPRC	<ul style="list-style-type: none"> <li>Ministerial requests relating to the project</li> </ul>
Funding providers	
ACT Government	
<b>Federal Government</b>	
National Capital Authority	<ul style="list-style-type: none"> <li>Manages the water surface of Lake Burley Griffin and perimeter areas on National Land such as Commonwealth Park and the Parliamentary Triangle</li> <li>Manages a comprehensive water quality program to monitor the environmental status of Lake Burley Griffin and advise users about changes in the water quality conditions arising from floods, droughts, elevated bacteria, and algal condition</li> <li>Discharge from the STP may affect waterways managed by the NCA.</li> <li>Engagement as stakeholder may be needed</li> <li>National Capital Plan</li> <li>Australian Capital Territory (Planning and Land Management) Act 1988</li> <li>Commonwealth Places (Application of Laws) Act 1970-1973</li> </ul>
Department of Climate Change, Energy, the Environment and Water (DCCEEW)	<ul style="list-style-type: none"> <li>Custodian of the Environment Protection and Biodiversity Conservation Act 1999, which establishes a requirement for, and a system of, environmental assessment and approval by the Commonwealth government.</li> <li>Consultation will be determined if there is a significant impact on matters of national environmental significance</li> </ul>
<b>State Government (ACT and NSW)</b>	
Environment, Planning and Sustainable Development Directorate (EPSDD)	<ul style="list-style-type: none"> <li>Continued engagement in particular reference to the Environmental Impact Statement Scoping Study and Development Application.</li> <li>Custodians of the Lake Burley Griffin Management Plan 2011 - Also now incorporates previous ACTPLA roles, such as governance of the Planning and Development Regulations 2008, the Heritage Act 2004, the Tree Protection Act 2005, and the ACT Territory Plan</li> <li>EPSD maintains several roles in relation to the management of water, heritage, sustainability, and nature conservation in the ACT</li> <li>Planning and Development Act 2007</li> <li>Planning and Development Regulation 2008</li> <li>ACT Territory Plan</li> <li>Environment Protection Act 1997</li> <li>Environment Protection Regulation 2005</li> <li>Nature Conservation Act 2014</li> </ul>

Stakeholder	Interests or impacts arising from project
	<ul style="list-style-type: none"> <li>• Fisheries Act 2000</li> <li>• Heritage Act 2004</li> <li>• Lakes Act 1976</li> <li>• Climate Change and Greenhouse Gas Reduction Act 2010</li> <li>• Water Resources Act 2007</li> <li>• Public Unleased Land Act 2013</li> <li>• ACT Leasing manages the lease for the site</li> <li>• Direct Sales regarding adjustments of the leased area</li> </ul>
ACT Utilities Technical Regulator (ACT UTR)	<ul style="list-style-type: none"> <li>• Technical regulation is provided by the Technical Regulator under the Utilities (Technical Regulation) Act 2014. Technical regulation is concerned with the operation of utility services and the protection and maintenance of their networks.</li> <li>• Issues operating certificates under the Utilities (Technical Regulation) Act 2014.</li> </ul>
ACT Environment Protection Authority (ACT EPA)	<ul style="list-style-type: none"> <li>• Custodian of the Environment Protection Act 1997, which provides for the protection of the environment including heritage, noise, odour, waste, wastewater, air, contaminated sites, hazardous materials and water quality.</li> <li>• Issuer of the effluent discharge Environmental Authorisation for the existing and new STPs as well as for the existing mulching operation on-site.</li> <li>• Key stakeholder for approval process</li> <li>• Continued engagement and consultation is required</li> </ul>
NSW Environment Protection Authority (NSW EPA)	<ul style="list-style-type: none"> <li>• Custodian of the Protection of the Environment Operations Act 1997, which defines and specifies licence conditions for activities in NSW.</li> <li>• Continued engagement as stakeholder</li> <li>• Note: Further legislation will apply for off-site disposal / reuse of bio-solids approval</li> </ul>
ACT Transport Canberra and City Services Directorate (TCCS) Waste Regulation	<ul style="list-style-type: none"> <li>• Continued engagement with regard to operation of the existing composting facility until such time as this operation ceases</li> </ul>
ACT Transport Canberra and City Services Directorate (TCCS)	<ul style="list-style-type: none"> <li>• Manages most of the lakes and ponds in Canberra, excluding Lake Burley Griffin</li> <li>• Discharge from the STP could affect the waterways TCCS manage</li> <li>• Continued engagement as stakeholder</li> <li>• Tree Protection Act 2005</li> <li>• Waste Management and Resource Recovery Act 2016</li> <li>• Waste Management and Resource Recovery Act 2017</li> <li>• ACT Waste Management Strategy 2011-2025</li> <li>• Manages Mountain and Nimrod Roads</li> </ul>
ACT Emergency Services Agency (ESA)	<ul style="list-style-type: none"> <li>• Bushfire management on the site</li> </ul>
ACT Health	<ul style="list-style-type: none"> <li>• Consultation required as stakeholder</li> <li>• Custodian of the Public Health Act 1997</li> <li>• Consultation with regard to public health aspects of reuse of recycled water offsite</li> </ul>
ACT Economic Development Directorate	<ul style="list-style-type: none"> <li>• Focus on land release and development, and works to facilitate business development, investment, sporting, tourism and events</li> <li>• Focused on economic performance of ACT and its link to the built environment</li> <li>• Consultation is required</li> </ul>
ACT and Region Catchment Management Coordination Group	<ul style="list-style-type: none"> <li>• The Coordination Group is an executive-level group formed from the Commonwealth, ACT and NSW (state and local) governments, Icon Water and a community representative and has an Independent Chairperson.</li> </ul>

Stakeholder	Interests or impacts arising from project
	<ul style="list-style-type: none"> <li>The Coordination Group provides a unique opportunity for government, community and industry to collaborate to achieve the best mix of outcomes to optimise the economic development of the region whilst providing a resilient and liveable environment.</li> </ul>
NSW Health	<ul style="list-style-type: none"> <li>Referral for CLAW In association with the AGWR and Section 60 under the Local Government Act</li> <li>Continued engagement as stakeholder</li> <li>Public Health Act 2010</li> <li>Local Government Act 1993</li> <li>Australian Guidelines for Water Recycling (AGWR) Phase 1, 2006</li> </ul>
NSW Department of Planning, and Environment (DPE), including Crown Lands	<ul style="list-style-type: none"> <li>Continued engagement as stakeholder</li> <li>Environment Protection and Biodiversity Conservation Act 1999</li> <li>Approval for modification of a sewage treatment plant under Section 60 of the Local Government Act 1993</li> <li>Interests in technical suitability and value for money</li> <li>Provides terms and limits on approvals and the obligations for the construction of the project</li> <li>Custodian of the Environmental Planning and Assessment Regulations 2000, which defines the nature of the infrastructure in terms of statutory obligations - Part 4 and Part 5.</li> <li>Continued engagement as regulator</li> <li>Local Government Act 1993</li> <li>Australian Guidelines for Water Recycling (AGWR) Phase 1, 2006 (if recycled water is produced)</li> </ul>
NSW Cross Border Commissioner	<ul style="list-style-type: none"> <li>Consultation required due to cross-border nature of the STP Project</li> <li>The office of the NSW Cross Border Commissioner identifies and helps resolve issues that occur by being located near a state border</li> </ul>
<b>Local Councils</b>	
Queanbeyan-Palerang Regional Council	<ul style="list-style-type: none"> <li>Design, Construction and operation of the STP</li> <li>Environmental management plans relevant to QPRC responsibility</li> <li>Community Engagement Plan – design, construction</li> <li>The project team management of feedback and complaints</li> </ul>
Council committees: <ul style="list-style-type: none"> <li>First Nations Consultative Committee</li> <li>Environment and Sustainability Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>Design, Construction and operation of the STP</li> <li>Environmental management plans relevant to QPRC responsibility</li> <li>Community Engagement Plan – design, construction</li> </ul>
<b>Affected Regional Utility Providers</b>	
EVO Energy	<ul style="list-style-type: none"> <li>Concerns for network once constructed</li> <li>Project Power supply to the site</li> <li>Relocation of network distribution lines that traverse the site or are impacted by the Mountain Road upgrade works</li> <li>Inform and involve in STP Upgrade</li> </ul>
ICON Water	<ul style="list-style-type: none"> <li>Water supply to the site</li> <li>Impacts on Oaks Estate sewerage network which drains to QSTP.</li> </ul>
<b>Indigenous Groups</b>	
Aboriginal and Torres Strait Islander peoples Ngambri and Ngunnawal Local Communities as traditional owners of the land Buru Ngunnawal Aboriginal Corporation King Brown Tribal Group Ngarigu Currawong Clan	<ul style="list-style-type: none"> <li>Management of previously identified heritage sites (if identified)</li> <li>Management of heritage artefacts (if identified)</li> <li>Construction and operational impacts on heritage sites (if identified)</li> </ul>

Stakeholder	Interests or impacts arising from project
Mirrabee	
<b>Environmental Groups</b>	
Molonglo Catchment Group Queanbeyan Landcare Inc	<ul style="list-style-type: none"> <li>• Management of flora and fauna in accordance with environmental management plans and protected species management plans</li> <li>• Water quality monitoring plans and results</li> <li>• Future construction and operation impact on local flora and fauna</li> </ul>
<b>Local Community Groups</b>	
Oaks Estate	<ul style="list-style-type: none"> <li>• Nearby residents</li> <li>• Potential concerns about impacts such as visual, noise, dust, truck movements</li> <li>• Positive odour reduction as a result of the work</li> </ul>
Oaks Estate Progress Association	<ul style="list-style-type: none"> <li>• Provided comment on Heritage Report</li> </ul>
Lake Burley Griffin User Groups Including Rowing ACT	<ul style="list-style-type: none"> <li>• Recreation users of the Lake</li> <li>• Advocates for clean water</li> </ul>
Canberra Anglers Association	<ul style="list-style-type: none"> <li>• Fishing Club based in Canberra</li> <li>• Recreation and advocates for safe water ways</li> </ul>
Queanbeyan residents and ratepayers Jerrabomberra Residents Association	<ul style="list-style-type: none"> <li>• Cost of the project</li> <li>• Protection of water quality</li> <li>• Design construction and operation impacts of the STP e.g., traffic, vibration, visual, amenity, flora and fauna (if any)</li> <li>• Management of Molonglo River and rehabilitation of current site</li> <li>• Continued engagement and consultation are required.</li> </ul>
Inner South Canberra Community Council	<ul style="list-style-type: none"> <li>• The Inner South Canberra Community Council core objective is to preserve and improve the social, cultural, economic and environmental well-being of Inner South Canberra residents and the broader community</li> </ul>
Pialligo Residents Association	<ul style="list-style-type: none"> <li>• Represents the interests of Pialligo residents</li> </ul>
Friends of Jerrabomberra Wetlands	<ul style="list-style-type: none"> <li>• Collaborate with local residents and conservation, management, heritage, education, Aboriginal and Torres Strait Islander, and recreational groups in the restoration and maintenance of the wetlands.</li> </ul>
Capital Woodlands and Wetlands Conservation Trust / Jerrabomberra Wetlands	<ul style="list-style-type: none"> <li>• Established to ensure the Mulligans Flat Woodland Sanctuary and Jerrabomberra Wetland Nature Reserve are sustainably managed to provide rich and diverse environments for current and future generations</li> <li>• Jerrabomberra Wetlands are near the STP site, therefore there is potential for the discharge to impact these wetlands</li> </ul>
Molonglo Catchment Group	<ul style="list-style-type: none"> <li>• Molonglo Catchment Strategy 2004-2024</li> <li>• Umbrella organisation for existing Landcare and other natural resource management organisation who facility and support local groups across the region.</li> </ul>
Canberra Ornithologists Group	<ul style="list-style-type: none"> <li>• Encourage interest in, and develop knowledge of, the birds of the Canberra region.</li> <li>• Promote and coordinate the study of birds and promote the conservation of native birds and their habitats</li> </ul>
Lake Burley Griffin Guardians	<ul style="list-style-type: none"> <li>• Any parcel of land where land use, developments and other activities may be instrumental in adversely impacting on the lake's recognised aesthetic, social and ecological values and its water quality.</li> <li>• The lack of adequate institutional reform and intergovernmental arrangements to ensure an overarching management of the Lake, including a whole of lake master plan.</li> </ul>

Stakeholder	Interests or impacts arising from project
	<ul style="list-style-type: none"> <li>Poor water quality and other factors adversely influencing the biota in the water column and riparian zones can arise anywhere within the Lake's catchment, where both natural surface runoff and storm water drainage systems operate.</li> <li>The Lake's catchment that includes the Queanbeyan-Molonglo catchment along with Googong Dam and while these areas are beyond the immediate attentions of our Group, their combined influence on the Lake requires us to keep a watching brief on developments and inquire how we might conjoin with like-minded Groups when action is indicated.</li> </ul>
Waterwatch	<ul style="list-style-type: none"> <li>Part of a national community water quality monitoring program that brings together people from all parts of the community to raise awareness, educate, monitor, restore and protect waterways.</li> </ul>
<b>Business</b>	
Canberra Airport	<ul style="list-style-type: none"> <li>Canberra airport is a key stakeholder, mainly interested in minimising bird strikes to aeroplanes and structures they may impact on the Obstacle Limitation Surfaces (OLS)</li> <li>Communication and engagement is required</li> </ul>
<b>Media</b>	
Riot ACT/About Regional Canberra Times Regional Independent ABC radio and television WIN TV City News Canberra Weekly Other radio channels	<ul style="list-style-type: none"> <li>STP Project Progress</li> <li>STP Project Cost</li> <li>Management of complaints</li> <li>Design and environmental impacts on the STP project (if any)</li> </ul>

## 8.2 Internal stakeholders

The table below outlines the key internal stakeholders that have a role in or interest in, stakeholder and community engagement for the STP Project. These stakeholders include QPRC project team, contractors and consultants.

**Table 5 Internal project stakeholders**

Stakeholder	Interest and responsibilities for the project
<b>QPRC Staff</b>	
Councillors	<ul style="list-style-type: none"> <li>Approve budget and funding</li> <li>Approve engagement of service providers (consultants / contractors) engaged by tender</li> <li>Approval of dealings in land</li> <li>Impacts to the community</li> <li></li> </ul>
QPRC General Manager	<ul style="list-style-type: none"> <li>Progress of the STP (Including time, cost and environment)</li> </ul>
Director Infrastructure Services	<ul style="list-style-type: none"> <li>Progress of the STP (Including time, cost and environment)</li> <li>Internal approver for the project</li> </ul>
Manager Contracts and Projects	<ul style="list-style-type: none"> <li>Overseeing delivery of the Project in accordance with QPRCs Project Framework and the QPRC Project Sponsor's requirements</li> <li>Monitoring project performance</li> <li>Establish project delivery structure and strategy</li> <li>Establish project goals and KPIs</li> <li>Facilitate gateway and hold point reviews and recommend release</li> </ul>

Stakeholder	Interest and responsibilities for the project
	<ul style="list-style-type: none"> <li>• Approve communications with external stakeholders and community</li> <li>• Approve project expenditures and cash flow</li> <li>• Approve changes to delivery strategy / approach, scope, schedule, budget</li> <li>• Ensure project controls are implemented and maintained (time, cost, quality, risk)</li> <li>• Approve acceptance of project deliverables (on recommendation by Project Manager)</li> <li>• Point of escalation for matters raised by Project Manager</li> <li>• Resolve issues outside the Project Manager's delegated authority</li> </ul>
Project Sponsor (Manager Utilities)	<ul style="list-style-type: none"> <li>• Primary client for the STP Project</li> <li>• Endorsing the project scope definition</li> <li>• Endorsing changes to the project scope</li> <li>• Endorsing the Basis of Design</li> <li>• Reviewing deliverables</li> <li>• Liaising with regulators</li> <li>• Approving asset acceptance process</li> <li>• Responsible for workforce planning to ensure staffing levels and training are adequate for the new facility control)</li> </ul>
Project Board (Project Management Committee)	<ul style="list-style-type: none"> <li>• Reviewing and approving project deliverables where required by the Project Framework</li> <li>• Approve project budget allocation</li> <li>• Approve gateway and hold point release recommendations</li> <li>• Point of escalation for matters raised by Project Director</li> <li>• Resolve issues outside the Project Director's delegated authority</li> </ul>
QSTP Project Manager	<ul style="list-style-type: none"> <li>• Delivering the project in accordance with the requirements of the Project Framework and the Project Management Plan</li> <li>• Focal point of all communication</li> <li>• Ensuring that the Project Sponsor, Project Director and PMC are consulted in accordance with the requirements of the Project Framework</li> <li>• Prepare risk based project budgets and submit for review and approval</li> <li>• Procure service providers as needed</li> <li>• Administer service provider contracts</li> <li>• Ensure service providers comply with Council policies (esp Environment, QA, WHS, Sustainability, Procurement)</li> <li>• Undertake audits and reviews in compliance with approved assurance plans</li> <li>• Approve tender evaluation reports and prepare report to Council for resolution</li> <li>• Plan, coordinate, oversee service provider inputs (timetable, cashflow, outputs etc)</li> <li>• Prepare, implement and manage the approved risk management plan</li> <li>• Oversee (as needed) third party technical reviews</li> <li>• Review and recommend endorsement (acceptance) of project outputs</li> <li>• Monitor and report project progress performance to the Project Director</li> <li>• Prepare gateway and hold point release documents</li> <li>• Prepare regulator approval applications / documents</li> <li>• Oversee / coordinate sustainability reviews</li> <li>• Oversee / coordinate stakeholder and community engagement</li> </ul>

Stakeholder	Interest and responsibilities for the project
	<ul style="list-style-type: none"> <li>• Ensure project achieves appropriate sustainability outcomes</li> <li>• Ensure project outputs comply with approved objectives and KPIs</li> <li>•</li> </ul>
Sustainability Officer	<ul style="list-style-type: none"> <li>• Providing speciality support to the team</li> <li>• Assisting with the provision of information to support the sustainability ratings</li> <li>•</li> </ul>
Utilities Staff	<ul style="list-style-type: none"> <li>• Providing speciality support to the team</li> <li>• Reviewing and advising on Design</li> <li>• Reviewing and advising on assets acceptance process</li> <li>• Reviewing and advising on proposed changes in scope</li> <li>• Assisting with the provision of information to support the sustainability ratings</li> </ul>
Assets Team	<ul style="list-style-type: none"> <li>• Providing speciality support to the team</li> <li>• Reviewing and advising on assets acceptance process</li> <li>• Providing advice from the IWCM to support the project Business Case</li> </ul>
Operators	<ul style="list-style-type: none"> <li>• Ensure operations are efficient through transition of services</li> <li>• Be informed and involved in the STP design, construction, commissioning and handover</li> </ul>
Project Support (Various)	<ul style="list-style-type: none"> <li>• Provide advice and support on technical aspects of procurement, design, construction and operation of the STP project specifically regarding risk, WHS, audit, Environment and Finance</li> </ul>
Project Team / Communications and Engagement Team	<ul style="list-style-type: none"> <li>• Responsible for all contact with the media regarding the project</li> <li>• Management of any enquiries or complaints relevant to the design and development of the STP</li> <li>• Undertake community engagement activities as directed by the Project Manager</li> <li>• Maintain complaints register</li> <li>• Maintain project website</li> <li>• Provide customer service first point of enquiry</li> <li>• Prepare and assist in implementing the Stakeholder and Community Engagement Plan</li> <li>• Provide progress reports as directed by the Project Manager</li> </ul>
QPRC customer service staff	<ul style="list-style-type: none"> <li>• Provided with adequate information to respond to simple enquiries (Q&amp;A)</li> </ul>
Chief Financial Officer	<ul style="list-style-type: none"> <li>• Responsible for coordinating financing for the project, including loans and grant acquittal</li> </ul>
Manager Workplace and Governance	<ul style="list-style-type: none"> <li>• Responsible for the management of QPRC staff, including the impact the new STP will have on current employees</li> </ul>
QPRC staff	<ul style="list-style-type: none"> <li>• Be informed of progress of the upgrade</li> </ul>
<b>External Support Services (Client Side)</b>	
Design Consulting Services, Design Project Manager, BECA Hunter H2O	<ul style="list-style-type: none"> <li>• Oversight and management of the Design for the STP Project</li> <li>• Completion of design to adhere to QPRC time, cost and quality requirements</li> </ul>
Design Consulting Services, Environmental Approvals Leader, ARUP	<ul style="list-style-type: none"> <li>• Provide strategic advice and oversight of the environmental approvals for the project both ACT and NSW</li> <li>• Attend stakeholder and community meetings (when required) to provide information on the management of environmental impacts of the project (water quality, noise, flora and fauna (if identified)).</li> <li>• Manage the environmental approvals for the STP Project</li> </ul>

Stakeholder	Interest and responsibilities for the project
Sustainability Rating Support, AECOM	<ul style="list-style-type: none"> <li>Advise and assist QPRC to obtain 'excellent' Design and As Built ratings for the STP.</li> <li>Coordinate with design and Engagement Team to collect ISC Rating evidence.</li> <li>Undertake performance reviews and audits on the sustainability and stakeholder &amp; communications engagement implementation and performance.</li> </ul>
Technical Consultants (Various)	<ul style="list-style-type: none"> <li>Provide advice and support on technical aspects of procurement, design, construction and operation of the STP project as well as independent reviews, water quality and sustainability support and advice.</li> </ul>
Independent Technical Review, NSW DPE Water Utilities	<ul style="list-style-type: none"> <li>NSW Section 60 approval</li> <li>Act as Independent Certifier for the ACT Utilities Technical Regulator Design and Construct Operating Certificate</li> </ul>
Communications and engagement consultants, RPS	<ul style="list-style-type: none"> <li>Preparation and review of the SCEP and engagement assistance (as required).</li> </ul>

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## 9 MONITORING AND EVALUATION

### 9.1 Reporting and monitoring engagement

Monitoring and reporting of communications and engagement for the project is a requirement of the ISC Rating Tool for the following credits (sourced from Infrastructure Sustainability Technical Manual Version 1.2)

- STA – Stakeholder Participation.

The following consideration must be given to the project to meet the monitor and evaluation criteria for ISC.

#### 9.1.1 Key measures

- Materials and information used to support stakeholder and community engagement.
- Confidence in the engagement process (e.g., community believe that their concerns have been considered and addressed where possible).

#### 9.1.2 Evaluation methods

- Analysis of stakeholder feedback and complaints.
- Audit engagement outcomes to identify lessons learned and corrective actions (this should be conducted by an independent reviewer at least annually during design and construction – where the duration of the phase is less than this period, then at least one audit should be undertaken).

### 9.2 Continuous improvement

To ensure that the STP project team continues to maintain and improve on their engagement approach with key stakeholders and the community, this plan and the supporting documentation will be reviewed and updated as required. In reviewing this documentation, the following will be considered:

- STP team feedback on plans and procedures including usability and relevance to the project
- Wider project team feedback on engagement tools and procedures or lessons learnt
- Feedback from the community and key stakeholders informally through STP Project team
- Any formal feedback from community and stakeholders
- Lessons learned workshop at conclusion of the project

### 9.3 Queanbeyan STP Upgrade Project Consultation Contacts

Contact Point	Purpose
QPRC postal address PO Box 90 Queanbeyan NSW 2620	<ul style="list-style-type: none"><li>• Address for receiving hard copy written documents (feedback) from stakeholders and the community.</li><li>• Point of distribution to relevant project officers for action</li></ul>
STP Project Webpage <a href="https://www.qprc.nsw.gov.au/Major-Works-Projects/Queanbeyan-STP-upgrade">https://www.qprc.nsw.gov.au/Major-Works-Projects/Queanbeyan-STP-upgrade</a>	<ul style="list-style-type: none"><li>• Place where information will be available to stakeholders and the community.</li><li>• Links to project email address and QPRC project contacts</li></ul>
STP Consultation Email Address <a href="mailto:stp.upgrade@qprc.nsw.gov.au">stp.upgrade@qprc.nsw.gov.au</a>	<ul style="list-style-type: none"><li>• Email address for receiving electronic documents (feedback) from stakeholders and the community.</li><li>• Point of distribution to relevant project officers for action</li></ul>
Customer Service 1300 735 025	<ul style="list-style-type: none"><li>• Landline phone number for receiving verbal enquiries and feedback from stakeholders and the community</li></ul>

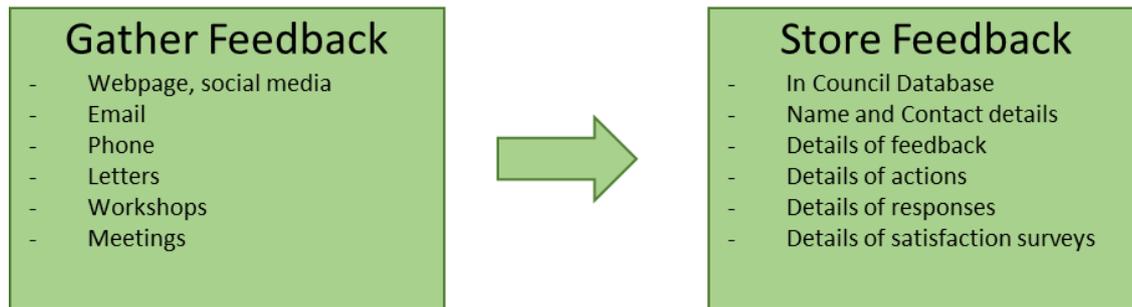
## 9.4 Complaint handling

QPRC is responsible for managing, monitoring and reporting stakeholder and community feedback. Figure 5 below shows where feedback will be gathered from and what details will be stored in the Council database.

**Error! Reference source not found.** below provides an overview of feedback response and reporting times as per the QPRC Complaint Management Policy (2019).

QPRC will treat all complaints in accordance with its Code of Conduct and Complaint Handling Policy. A feedback and complaints register will be created to ensure data is recorded accurately. A complaints management procedure is outlined in Appendix A.1.

**Figure 5 Process to gather and store feedback**



**Table 6 Feedback response and reporting times**

Feedback	Response time	Actions
Acknowledge receipt of feedback	Same day	Generally, this will only apply to feedback via phone calls, email, and social media. Receipt of letters may not be acknowledged
Respond to feedback:		
Phone calls	1 working day	In the case of complex matters (determined by the Project Management and Engagement Teams) QPRC will advise the enquirer of the expected response time.
Emails	3 working days	
Letters	10 working days	
Report on engagement activities	Quarterly or as needed	QPRC will report progress of engagement activities as required, this may be in the form of quarterly updates on engagement and outcomes, specific outcomes reports, such as following EIS exhibition, or inclusion of activities within this plan under the history of communication and engagement section.

For above:

In line with QPRC's Response to Correspondence Directive, staff will endeavour to respond to correspondence within the following timeframes:

Correspondence Type	Deadline for Response
<b>General Incoming Correspondence – written</b>	10 working days (allow two days for delivery)
	3 working days
Acknowledgement of correspondence if unable to answer in 10 working days	
<b>General Incoming Correspondence – email</b>	3 working days
Acknowledgement of receipt of email by Records (corporate address only)	Automatic response
"Council Mail User" emails directed to staff by Records	1 working day
Return Phone Call	1 working day

Correspondence Type	Deadline for Response
Responses on behalf of Mayor	2 working days
Councillor request	2 working days
Acknowledgement of request (including expected timeframe for response):	1 working day
<b>Social media</b>	3 working days
Acknowledgement of correspondence if unable to answer question within two working days	5 hours – business days only

**If a complete response is not possible within the deadline, the Officer will acknowledge the correspondence in three working days according to table above. This acknowledgement will advise the reason for the delay, the expected timeframe for a complete response and contact details of the officer.**

## 10 RISK ASSESSMENT

Managing stakeholder communications and engagement risks are an important part of any major infrastructure program. Responding proactively to emerging concerns and issues will help mitigate damage to the project reputation and potential delays or challenges. Key engagement and communications risks for the project have been identified in the table below that could impact the success and effectiveness of messaging for the project.

Detailed risk assessments should be completed for each stage of the project. An assessment checklist is provided at Appendix A.2.

Risk	Risk rating	Mitigation
<b>Residents and Community</b>		
Community members and groups misunderstand key messages	Medium	<ul style="list-style-type: none"> <li>• Early engagement</li> <li>• Continue to engage to help with message dissemination</li> <li>• Provide online and print materials as reference materials</li> <li>• FAQs</li> <li>• Ensure communication materials are simple and easy to understand</li> <li>• Provide contact details to enable project queries to resolve concerns or misinformation</li> <li>• Individual meetings with community groups and associations</li> </ul>
Directly affected residents become concerned, or disillusioned about the plans	High	<ul style="list-style-type: none"> <li>• Clear and consistent messaging</li> <li>• Ensure communication materials are simple and easy to understand</li> <li>• Provide proactive messages to address known concerns such as traffic management</li> <li>• Provide online and print materials as reference materials and ensure these are readily available</li> <li>• Ensure the benefits of the project are clearly communicated</li> <li>• Clearly define negotiable and non-negotiable items and engage early on the negotiables</li> <li>• Provide contact details to enable project queries to resolve fears or misinformation</li> </ul>
Community are unable to attend the information sessions	Low	<ul style="list-style-type: none"> <li>• Engage early and leverage community groups to communicate session information</li> <li>• Host informal pop-up sessions</li> <li>• Provide online and print materials as reference materials</li> <li>• Provide contact details for people to submit comments via online channels or on a phone line</li> </ul>
Community members band together to oppose the project	Medium	<ul style="list-style-type: none"> <li>• Identify and monitor local groups on social media</li> <li>• Early engagement</li> <li>• Clear and consistent messaging</li> <li>• Ensure communications material is simple and easy to understand</li> <li>• Provide contact details to enable project queries to resolve concerns or misinformation</li> <li>• Continue to meet regularly with influencers so issues can be identified and addressed early</li> </ul>
Culturally and linguistically diverse (CALD) community members cannot access or understand project materials	Medium	<ul style="list-style-type: none"> <li>• Work with QPRC, to understand any learnings they have and their intel on how best to communicate with CALD communities in the area</li> <li>• Provide translations in the top four languages for the area (Chinese, Greek, Italian, Russian), if required</li> <li>• Partner with community groups to provide interpreter services at information sessions or for other project enquiries, if required</li> </ul>

Social media action against the project arises	Low	<ul style="list-style-type: none"> <li>Regular monitoring and early response</li> <li>Provide contact details to enable project queries to resolve fears or misinformation</li> <li>Clear and consistent messaging</li> <li>Ensure the benefits of the project are clearly communicated</li> </ul>
<b>Community and stakeholder groups</b>		
Stakeholder and community expectations – non-awareness about project stages	High	<ul style="list-style-type: none"> <li>Be clear about the process and staging of the project and where community and stakeholders can influence decisions and outcomes</li> <li>Respond to stakeholder and community concerns quickly and accurately</li> <li>Proactive communications and updates</li> <li>Utilise Project Team to manage key messages across relative groups</li> </ul>
Misrepresent project facts	Medium	<ul style="list-style-type: none"> <li>Continue to engage key influencers to help with message dissemination</li> <li>Provide online and print materials as reference materials</li> <li>Clear and consistent messaging</li> <li>FAQs</li> <li>Encourage attendance at information sessions</li> <li>Individual briefings if required</li> </ul>
<b>Councillors / MPs</b>		
Local MP or Councillors non-committal or use project as opportunity to grandstand	Low	<ul style="list-style-type: none"> <li>Face to face briefings</li> <li>Site visits recorded and posted on social media, video content produced for social media channels</li> </ul>
<b>Media</b>		
Negative media coverage	Medium	<ul style="list-style-type: none"> <li>Provide proactive media opportunities</li> <li>Build relationships with local journalists</li> <li>Provide exclusives to local news outlet</li> </ul>
<b>Environmental</b>		
Environmental concerns	High	<ul style="list-style-type: none"> <li>Respond to stakeholder and community concerns quickly and accurately, including access to technical experts where appropriate</li> <li>Brief community groups about biosolids, odour and water quality as well as potential impacts on biodiversity</li> <li>Promote opportunities to review and engage during development of the EIS and provide high level information about what is happening and where to go for more information</li> </ul>
Cultural and heritage issues	Medium	<ul style="list-style-type: none"> <li>Respond to stakeholder and community concerns quickly and accurately, including access to heritage and Indigenous experts where appropriate</li> </ul>

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## 11 ISSUES MANAGEMENT

This section outlines the strategy for managing external issues (expected to be predominantly media or community related), which could lead to criticism and/or a loss of confidence in the project.

The Engagement Team will engage in issues management where appropriate in response to shifting stakeholder expectations and perceptions that are likely to have implications for the project or the Council.

Issues will be managed within three major categories:

- a. Issue identification and analysis.
- b. Strategic decision-making and action.
- c. Evaluation.

For the purposes of this strategy, issues have the following lifecycle:

1. Early/potential.
2. Emerging/imminent.
3. Current.
4. Critical.
5. Dormant.

QPRC is the delivery agency for the STP Upgrade Project and should be consulted at each stage.

Issues can be classified as **reputational** and **operational**. Operational issues, such as construction delays, road closures or injuries to construction staff, may have reputational impacts and result in reputational issues. For the purposes of this strategy, all issues will be considered reputational.

Issues are not the same as risks. Issues are less predictable than risks and can arise with no warning, whereas risks are more foreseeable.



### 11.1 Issues identification and analysis

Issues are initially considered 'early or potential', where an individual or group identifies a problematic situation. Strategic objectives for the project should be considered in responding to all issues.

#### Monitoring

The Engagement Team will actively monitor the news and social media environment to understand what is being said, written and done by public, media, interest groups, other government departments and opinion leaders that may impact on the project or Council.

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## Identification

The Engagement Team will look for emerging patterns and issues that are gaining support. The cause of the issue will be identified as well as where the issue is in its lifecycle.

## Prioritisation

The Engagement Team will determine how far-reaching the issue potentially is as well its potential impacts. Is the issue localised to one stakeholder group or location? Or is the issue across the whole project?

## Analysis

The issue will be analysed in detail and impacts will be determined as precisely as possible. Involved stakeholders will be identified and ranked.

## 11.2 Strategic decision-making and action

During this stage, issues are considered 'emerging, imminent, current or critical'.

- **Emerging or imminent** issues are where stakeholders, individuals or groups see value or legitimacy in the issue and choose to get involved.
- A **Current** issue is at the point when the issue is known to a large number of stakeholders and is commonly the point where widespread media attention is engaged.
- A **Critical** issue is when there is an escalation of negativity and intensity, with real reputational risk identified.

### Strategic decision

A strategic response will be drafted and the key messages will be defined. Exact actions will be determined taking into account by whom, when and how. A specific issues management communication strategy and timing will be considered.

### Implementation

The activities will be implemented following executive level approval. Responses will be communicated effectively with each stakeholder. The Engagement Team will advocate the project's position with an aim to prevent or reduce negative impacts.

#### 11.2.1 Evaluation

During this stage the issue is considered resolved.

Results will be assessed and evaluated. Outcomes may be incorporated into future issues management. Lessons learned and successes will be captured.

## 11.3 Issues and the media

Organisations, activists and other issue stakeholders may seek media attention to advance their goals. The attention of the media may be an unwelcome, but unavoidable, side effect. Increased media coverage is more likely to occur when stakeholder expectations are not met.

Engagement with media should occur in the earliest stages to help frame the narrative and disseminate the facts. If engagement with media does not occur until the issue has arisen, QPRC and the project team may be limited to a defensive strategy with less ability to influence the narrative.

Because conflict often drives the selection and publication of news, the media are likely to cover issues when there is a high degree of public conflict. Media interest adds legitimacy and longevity to the issue.

From a project perspective, the media has two roles in the development of issues:

- 
- providing running accounts of a developing issue
  - providing a description of how the public are organising around/responding to an issue.

Media coverage is a good indicator of public interest and opinion and should be used in monitoring issues. The media can also assist in correcting misinformation.

## **11.4 Activists and advocates**

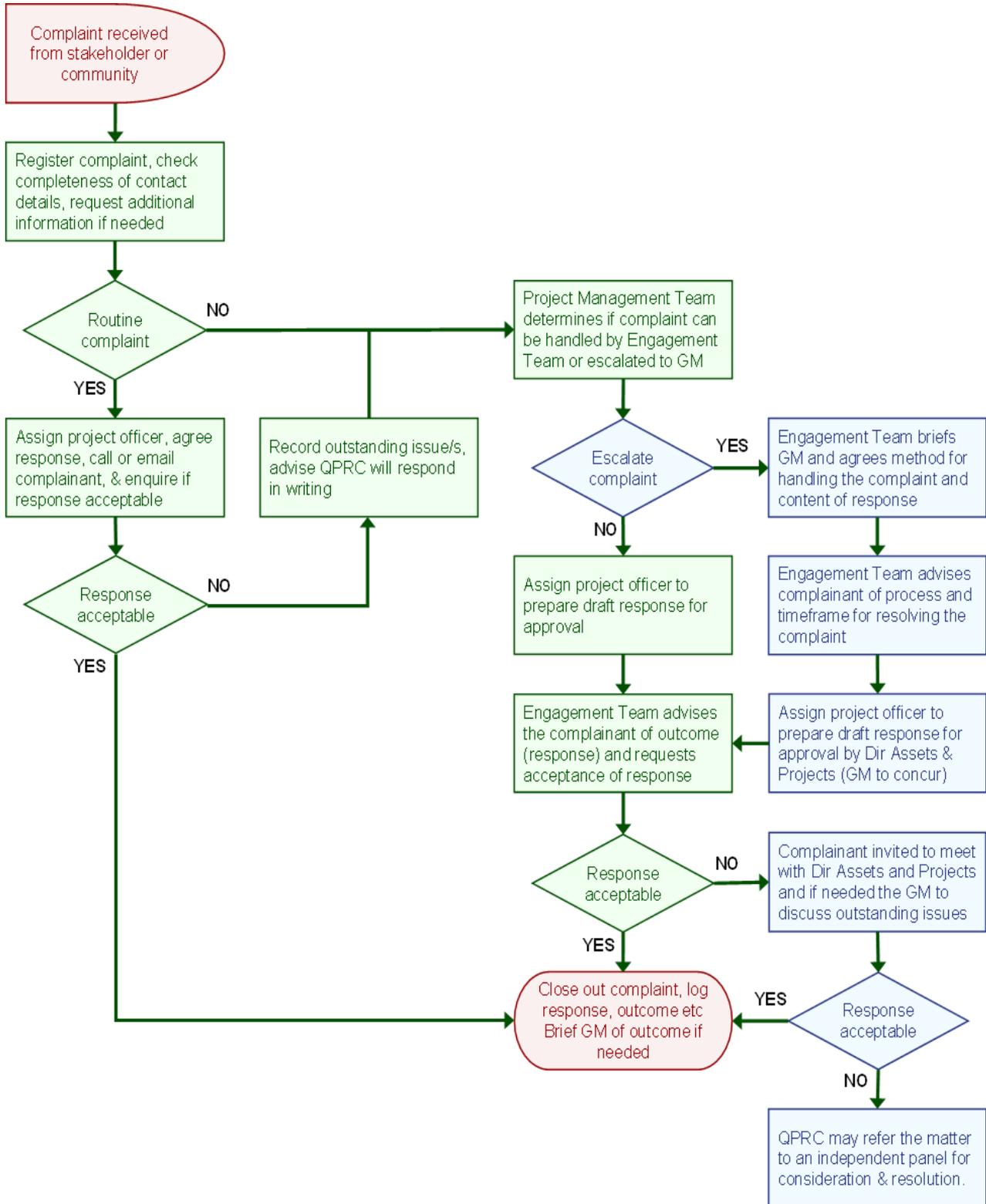
Activist groups rely on the attractiveness of their issues to garner and maintain members, and, as issues gain status, activist organisations gain attention. Activists interested in the project are focused on scoring points on issues, rather than merely creating awareness of problems. These groups are particularly active on social media.

If the issues are properly addressed, the activists should lose relevance.

As activists' issues can help determine community concerns, which can assist in targeting responses, they should be closely monitored. If harnessed early on and managed as stakeholders, activists can become positive advocates for the project.

# A.1 QPRC Feedback Handling Procedures

Appendix Figure 5 Feedback Procedures



## A.2 Risk Assessment Checklist

The following questions are asked about impacts, potential outrage, difficulty in addressing the problem, and relevant boxes checked based on the scale below. The total number of checks in each column is added up, multiplied by the weighting, then, the assessment is averaged to ascertain an overall score of high, medium or low.

Assessment questions	Low	Medium	High
What is the probable level of difficulty in addressing the problem or opportunity?			
What is the potential for public outrage related to the project?			
How important are the potential impacts to the public?			
How much do stakeholders care about the problem / opportunity to be addressed and the decision to be made?			
What degree of participation does the public appear to want?			
<b>Scoring instructions:</b>			
<i>Total the number of checks in each column</i>			
<i>Multiply the total checks in each column by the weighting</i>			
<i>Total for each column</i>			
<i>Add the column scores together</i>			
<i>Divide by the total number of questions ( / 5)</i>			
<i>Enter the resulting risk rating. This is the average overall score.</i>			

Source: External / public expectations worksheet, IAP2 International Federation (2016), Foundations in Effective Public Participation, International Association for Public Participation Workbook, p 55

## A.3 STP Upgrade Project Approvals Roadmap

Appendix Figure 1 Planning Approvals

Authority & Legislation	Master Plan	Concept Design	Detailed Design	Construction					
<b>Planning</b>	<b>ACT</b> <b>Environment and Planning and Sustainable Development Directorate (EPSDD) – Planning and Land Authority</b> <ul style="list-style-type: none"> <li>Planning and Development Act 2007</li> <li>Planning and Development Regulation 2008</li> <li>Territory Plan</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary engagement with EPSDD</li> </ul>	<b>Development Approval for STP (Impact Track):</b> <table border="1"> <tr> <td> <b>EIS Scoping Document Request:</b> <ul style="list-style-type: none"> <li>Preliminary Risk Assessment (PRA)</li> <li>Submit Application Form 1M &amp; PRA to EPSDD</li> <li>EPSDD has 30 days to provide Scoping Document</li> <li>Valid for 18 months</li> </ul> </td> <td> <b>EIS Preparation:</b> <ul style="list-style-type: none"> <li>Confirmation of Scoping Document requirements</li> <li>Continued engagement with EPSDD</li> <li>Lodge Draft EIS with EPSDD</li> </ul> </td> <td> <b>EIS Exhibition:</b> <ul style="list-style-type: none"> <li>Minimum 20 day public notification</li> <li>Revise EIS addressing concerns and any design changes</li> <li>Submit Revised EIS</li> </ul> </td> <td> <b>EIS Approval:</b> <ul style="list-style-type: none"> <li>Planning consideration of revised EIS</li> <li>Receipt of EIS Adequacy Report (EISAR) – EIS complete</li> <li>Valid for 18 months</li> <li>Ensure mitigation &amp; management measures are incorporated into the Detailed Design</li> </ul> </td> <td> <b>Development Application:</b> <ul style="list-style-type: none"> <li>Meet with EPD to seek pre-application advice</li> <li>Lodge DA with drawings, plans, EIS &amp; letter of completion and statement against relevant criteria</li> <li>Lodgement check 3-5 days</li> <li>Public notification and decision on DA (30-45 days from date of lodgement)</li> <li>Notice of decision</li> </ul> </td> </tr> </table> <p><b>Confirm activity is consistent with crown lease conditions:</b></p>	<b>EIS Scoping Document Request:</b> <ul style="list-style-type: none"> <li>Preliminary Risk Assessment (PRA)</li> <li>Submit Application Form 1M &amp; PRA to EPSDD</li> <li>EPSDD has 30 days to provide Scoping Document</li> <li>Valid for 18 months</li> </ul>	<b>EIS Preparation:</b> <ul style="list-style-type: none"> <li>Confirmation of Scoping Document requirements</li> <li>Continued engagement with EPSDD</li> <li>Lodge Draft EIS with EPSDD</li> </ul>	<b>EIS Exhibition:</b> <ul style="list-style-type: none"> <li>Minimum 20 day public notification</li> <li>Revise EIS addressing concerns and any design changes</li> <li>Submit Revised EIS</li> </ul>	<b>EIS Approval:</b> <ul style="list-style-type: none"> <li>Planning consideration of revised EIS</li> <li>Receipt of EIS Adequacy Report (EISAR) – EIS complete</li> <li>Valid for 18 months</li> <li>Ensure mitigation &amp; management measures are incorporated into the Detailed Design</li> </ul>	<b>Development Application:</b> <ul style="list-style-type: none"> <li>Meet with EPD to seek pre-application advice</li> <li>Lodge DA with drawings, plans, EIS &amp; letter of completion and statement against relevant criteria</li> <li>Lodgement check 3-5 days</li> <li>Public notification and decision on DA (30-45 days from date of lodgement)</li> <li>Notice of decision</li> </ul>	<ul style="list-style-type: none"> <li>Comply with conditions of Development Approval</li> <li>Incorporate approval conditions into Statement of Requirement for Construction</li> </ul>
	<b>EIS Scoping Document Request:</b> <ul style="list-style-type: none"> <li>Preliminary Risk Assessment (PRA)</li> <li>Submit Application Form 1M &amp; PRA to EPSDD</li> <li>EPSDD has 30 days to provide Scoping Document</li> <li>Valid for 18 months</li> </ul>	<b>EIS Preparation:</b> <ul style="list-style-type: none"> <li>Confirmation of Scoping Document requirements</li> <li>Continued engagement with EPSDD</li> <li>Lodge Draft EIS with EPSDD</li> </ul>	<b>EIS Exhibition:</b> <ul style="list-style-type: none"> <li>Minimum 20 day public notification</li> <li>Revise EIS addressing concerns and any design changes</li> <li>Submit Revised EIS</li> </ul>	<b>EIS Approval:</b> <ul style="list-style-type: none"> <li>Planning consideration of revised EIS</li> <li>Receipt of EIS Adequacy Report (EISAR) – EIS complete</li> <li>Valid for 18 months</li> <li>Ensure mitigation &amp; management measures are incorporated into the Detailed Design</li> </ul>	<b>Development Application:</b> <ul style="list-style-type: none"> <li>Meet with EPD to seek pre-application advice</li> <li>Lodge DA with drawings, plans, EIS &amp; letter of completion and statement against relevant criteria</li> <li>Lodgement check 3-5 days</li> <li>Public notification and decision on DA (30-45 days from date of lodgement)</li> <li>Notice of decision</li> </ul>				
	<b>NSW</b> <b>Department of Planning, Industry &amp; Environment</b> <ul style="list-style-type: none"> <li>Environmental Planning &amp; Assessment Act 1979</li> <li>Environmental Planning and Assessment Regulation 2000</li> </ul>	<ul style="list-style-type: none"> <li>Confirm no NSW Planning requirements for STP site</li> </ul>	<b>Development Approval for STP:</b> <ul style="list-style-type: none"> <li>No Development Approval from NSW Planning &amp; Environment required for STP</li> </ul> <b>Approval requirements for off-site disposal / reuse of bio-solids:</b> <ul style="list-style-type: none"> <li>Identify off-site disposal / reuse options including interim and long term options and local or regional solutions</li> <li>Identify planning and approvals requirements for options</li> <li>Engagement with NSW Government stakeholders and Queanbeyan City Council (as required)</li> <li>Determine best option</li> <li>Commence approval process with Queanbeyan City Council and/or NSW Planning &amp; Environment</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with EPD &amp; QPRC regarding off-site disposal / reuse of bio-solids (as required)</li> </ul>					
<b>National</b> <b>National Capital Authority</b> <ul style="list-style-type: none"> <li>National Capital Plan</li> <li>Australian Capital Territory (Planning and Land Management) Act 1988 (Cth)</li> <li>Commonwealth Places (Application of Laws) Act 1970-1973 (Cth)</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary engagement with National Capital Authority</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with NCA as stakeholder</li> <li>NCA Works Approval or Development Control Plan will be required if Commonwealth-owned land or ACT land zoned as 'Designated' or 'Mains Avenues and Approaches' (as shown in <a href="#">ACTMAPi</a>)</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with NCA as stakeholder</li> </ul>						

## Appendix Figure 2 Environmental Approvals

Authority & Legislation	Master Plan	Concept Design	Detailed Design	Construction
<b>Environment</b>  <b>ACT</b> <b>Environment, Planning and Sustainable Development Directorate</b> <ul style="list-style-type: none"> <li>Environment Protection Act 1997</li> <li>Environment Protection Regulation 2005</li> <li>Nature Conservation Act 2014</li> <li>Fisheries Act 2000</li> <li>Heritage Act 2004</li> <li>Lakes Act 1976</li> <li>Climate Change and Greenhouse Gas Reduction Act 2010</li> <li>Water Resources Act 2007</li> <li>Public Unleased Land Act 2013</li> </ul> <b>Transport Canberra and City Services Directorate</b> <ul style="list-style-type: none"> <li>Tree Protection Act 2005</li> <li>Waste Management and Resource Recovery Act 2016</li> <li>Waste Management and Resource Recovery Regulation 2017</li> <li>ACT Waste Management Strategy 2011-2025</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary engagement with stakeholders:                             <ul style="list-style-type: none"> <li>EPSDD - Water</li> <li>EPSDD - Climate Change</li> <li>Access Canberra - ACT EPA</li> <li>ACT <u>NOwaste</u></li> <li>Conservator of Flora and Fauna</li> <li>EPSDD - ACT Heritage</li> <li>TCCS</li> </ul> </li> </ul>	<b>Preliminary Environmental Assessment:</b> <ul style="list-style-type: none"> <li>Continued engagement with stakeholders</li> <li>Assessments:                             <ul style="list-style-type: none"> <li>Contamination</li> <li>Flora and Fauna</li> <li>Archaeology and Heritage</li> <li>Air and Odour</li> <li>Noise and Vibration</li> <li>Geotechnical</li> <li>Surface &amp; Groundwater Quality</li> </ul> </li> </ul>	<b>Environmental Impact Statement:</b> <ul style="list-style-type: none"> <li>Prepare Preliminary Risk Assessment from Preliminary Environmental Assessment in accordance with AS/NZS 14004:2004 Environmental Management Systems and AS/NZS ISO 13000:2009 Risk Management</li> <li>Submit Environment Significance Opinion (ESO) and EIS Scoping Document Request to Planning (see Planning Roadmap)</li> <li>Detailed assessment as per Scoping Document</li> <li>Ensure mitigation &amp; management measures are incorporated into the Concept Design and Detailed Design</li> <li>See Planning Roadmap for EIS and Development Approval Process</li> </ul>	<ul style="list-style-type: none"> <li>Commence construction approvals (as required):                             <ul style="list-style-type: none"> <li>Seek approval from TCCS for use of verges and other leased land during construction</li> <li>Tree damaging activity approval</li> </ul> </li> <li>Update Environmental Authorisation</li> <li>Waterways Work Licence</li> <li>Approval for disposal to landfill</li> <li>Environmental Protection Agreement for Construction Greater-than 0.3ha (held by principal contractor from ACT EPA)</li> <li>Continue engagement with stakeholders</li> </ul>
		<b>Approval requirements for off-site disposal / reuse of bio-solids:</b> <ul style="list-style-type: none"> <li>Identify off-site disposal / reuse options including interim and long term options and local or regional solutions</li> <li>Identify planning and approvals requirements for options</li> <li>Engagement with ACT Government stakeholders</li> <li>Determine best option</li> <li>Commence environmental assessments (as required)</li> </ul>	<ul style="list-style-type: none"> <li>Comply with conditions of Development Approval</li> <li>Incorporate approval conditions into Statement of Requirement for Construction</li> <li>Ensure mitigation measures are incorporated into Construction Management Plans, including waste management plan and pollution control plan (in accordance with Schedule 1 of <a href="#">Environment Protection Guidelines for Construction and Land Development in the ACT</a> (ACT EPA 2011))</li> <li>Ensure Contractor has Environment Protection Agreement (if required)</li> </ul>	
		<b>NSW</b> <b>Environment Protection Authority</b> <ul style="list-style-type: none"> <li>Protection of the Environment Operations Act 1997 (Note: Further legislation will apply for off-site disposal / reuse of bio-solids approvals)</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary engagement with NSW EPA</li> </ul>	
<b>National</b> <b>Department of Agriculture, Water and the Environment</b> <ul style="list-style-type: none"> <li>Environment Protection and Biodiversity Conservation Act 1999</li> </ul> <b>National Capital Authority</b> <ul style="list-style-type: none"> <li>National Capital Plan</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary engagement with National Capital Authority</li> </ul>	<b>Preliminary Environmental Assessment / Environmental Impact Statement:</b> <ul style="list-style-type: none"> <li>Continued engagement with NCA as stakeholder</li> </ul> <b>EPBC Referral:</b> <ul style="list-style-type: none"> <li>Engagement with Department of the Environment</li> <li>Determine need for EPBC Referral and Submit EPBC Referral (as required)</li> <li>Department of the Environment determine whether the project is considered a Controlled Action</li> <li>Commence bilateral EIS process (only required if project is considered a Controlled Action)</li> </ul> <b>(Note: if on Designated or Commonwealth land in the ACT then: - ACT (Planning &amp; Land Management) Act 1988 (Cth) - Commonwealth Places (Application of Laws) Act 1970-1973 (Cth) also apply</b>	<ul style="list-style-type: none"> <li>Comply with conditions of EPBC Referral (if applicable)</li> <li>Continued engagement with NCA as stakeholder</li> </ul>	

## Appendix Figure 3 Infrastructure Approvals

	Authority & Legislation	Master Plan	Concept Design	Detailed Design	Construction
Infrastructure	<b>ACT</b> None				
	<b>NSW</b> <b>NSW Office of Water</b> <ul style="list-style-type: none"> <li>Local Government Act 1993</li> <li>Note: Based on the 5 Step process for a detailed design and construction procurement</li> <li>Australian Guidelines for Water Recycling (AGWR) Phase 1, 2006</li> <li>Note: If a recycled water product is generated</li> </ul>	<b>Step 1 &amp; Step 2 Submission:</b> <ul style="list-style-type: none"> <li>involve the Office of Water in the early stages of the options study</li> <li>provide the draft options study report to the Office of Water for comment</li> <li>discuss comments with the Office of Water if required</li> <li>arrange amendment of the report if required</li> <li>provide the final draft report to the Office of Water for endorsement</li> </ul> <b>IWCM:</b> <ul style="list-style-type: none"> <li>IWCM Issues Paper</li> </ul> <b>Recycled Water:</b> <ul style="list-style-type: none"> <li>Consider if recycled water product to be produced</li> </ul>	<b>Step 3 Submission:</b> <ul style="list-style-type: none"> <li>involve the Office of Water in the early stages of the concept design</li> <li>provide the draft concept design report to the Office of Water for comment</li> <li>discuss comments with the Office of Water if required</li> <li>arrange amendment of the report if required</li> <li>provide the final draft report to the Office of Water for endorsement</li> <li>The concept design should include detailed consideration of environmental and all other relevant regulatory requirements. Supporting investigations and reports identified in the option study, such as an environmental impact statement</li> </ul> <b>IWCM:</b> <ul style="list-style-type: none"> <li>IWCM Draft Strategy Paper</li> <li>Typical residential bills defined</li> <li>30 year renewals plan</li> <li>30 year TAMP</li> </ul> <b>Recycled Water:</b> <ul style="list-style-type: none"> <li>Draft Recycled Water Quality Management Plan</li> </ul>	<b>Step 4 Submission:</b> <ul style="list-style-type: none"> <li>involve the Office of Water in the key aspects of process design beyond those included in the concept design report</li> <li>provide the draft detailed design report to the Office of Water for comment</li> <li>discuss comments with the Office of Water if required</li> <li>arrange amendment of the report if required</li> <li>provide the final draft report to the Office of Water for endorsement</li> </ul> <p>The detailed design should include information about:</p> <ul style="list-style-type: none"> <li>process units</li> <li>process and hydraulic flow (using diagrams)</li> <li>process controls and instrumentation</li> <li>wastewater management strategies</li> </ul> <b>Step 5 Submission:</b> <ul style="list-style-type: none"> <li>Section 60 approval will be issued after the Office of Water has endorsed the amended detailed design</li> </ul> <b>IWCM:</b> <ul style="list-style-type: none"> <li>Final IWCM Strategy</li> <li>Financial Plan</li> </ul> <b>Recycled Water:</b> <ul style="list-style-type: none"> <li>Final Draft Recycled Water Quality Management Plan</li> </ul>	<b>Recycled Water:</b> <ul style="list-style-type: none"> <li>Final Recycled Water Quality Management Plan</li> <li>Process proving report and results</li> </ul>
	<b>National</b> None				

## Appendix Figure 4 Health Approvals

	Authority & Legislation	Master Plan	Concept Design	Detailed Design	Construction
Health	<b>ACT</b> <b>ACT Health</b> <ul style="list-style-type: none"> <li>Public Health Act 1997</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary engagement with ACT Health</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with ACT Health with particular regard to their role as co-regulators (with the NCA) of inputs into Lake Burley Griffin</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with ACT Health</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with ACT Health (as required)</li> </ul>
	<b>NSW</b> <b>NSW Health</b> <ul style="list-style-type: none"> <li>Public Health Act 2010</li> <li>Local Government Act 1993</li> <li>Australian Guidelines for Water Recycling (AGWR) Phase 1, 2006</li> </ul>	<b>Step 1 &amp; Step 2 NOW Submission:</b> <ul style="list-style-type: none"> <li>Involve NSW Health</li> <li>NOW will generally seek NSW Health endorsement of the Step 1 and Step 2 submission</li> </ul> <b>Recycled Water:</b> <ul style="list-style-type: none"> <li>Consider if recycled water product to be produced</li> </ul>	<b>Step 3 NOW Submission:</b> <ul style="list-style-type: none"> <li>Involve NSW Health</li> <li>NOW will generally seek NSW Health endorsement of the Step 3 submission</li> </ul> <b>Recycled Water:</b> <ul style="list-style-type: none"> <li>Draft Recycled Water Quality Management Plan</li> </ul>	<b>Step 4 &amp; Step 5 NOW Submission:</b> <ul style="list-style-type: none"> <li>Involve NSW Health</li> <li>NOW may seek NSW Health endorsement of the Step 4 and Step 5 submission</li> </ul> <b>Recycled Water:</b> <ul style="list-style-type: none"> <li>Final Draft Recycled Water Quality Management Plan</li> </ul>	<b>Recycled Water:</b> <ul style="list-style-type: none"> <li>Final Recycled Water Quality Management Plan</li> </ul>
	<b>National</b> None				